Agenda

- Welcome
- OTIA and PMO Overview
- Operations and Support Organizations
- Systems Engineering
  - Role of Technical Authority
  - Technical Review Guide
  - AoA
- ILS Organization
- Business Management Organization
  - Financial Picture
- Block 1
- Integrated Fixed Towers
- Mobile/Portable Systems
- (b) (7)(E)
- Land, Air and Maritime Systems
- Focus Areas and Goals for FY 11
- Questions and Answers

(b)(6);(b)(7)(C)

ALL

BW7 FOIA CBP 000518

OTIA PMO Overview and Organization

January 2011

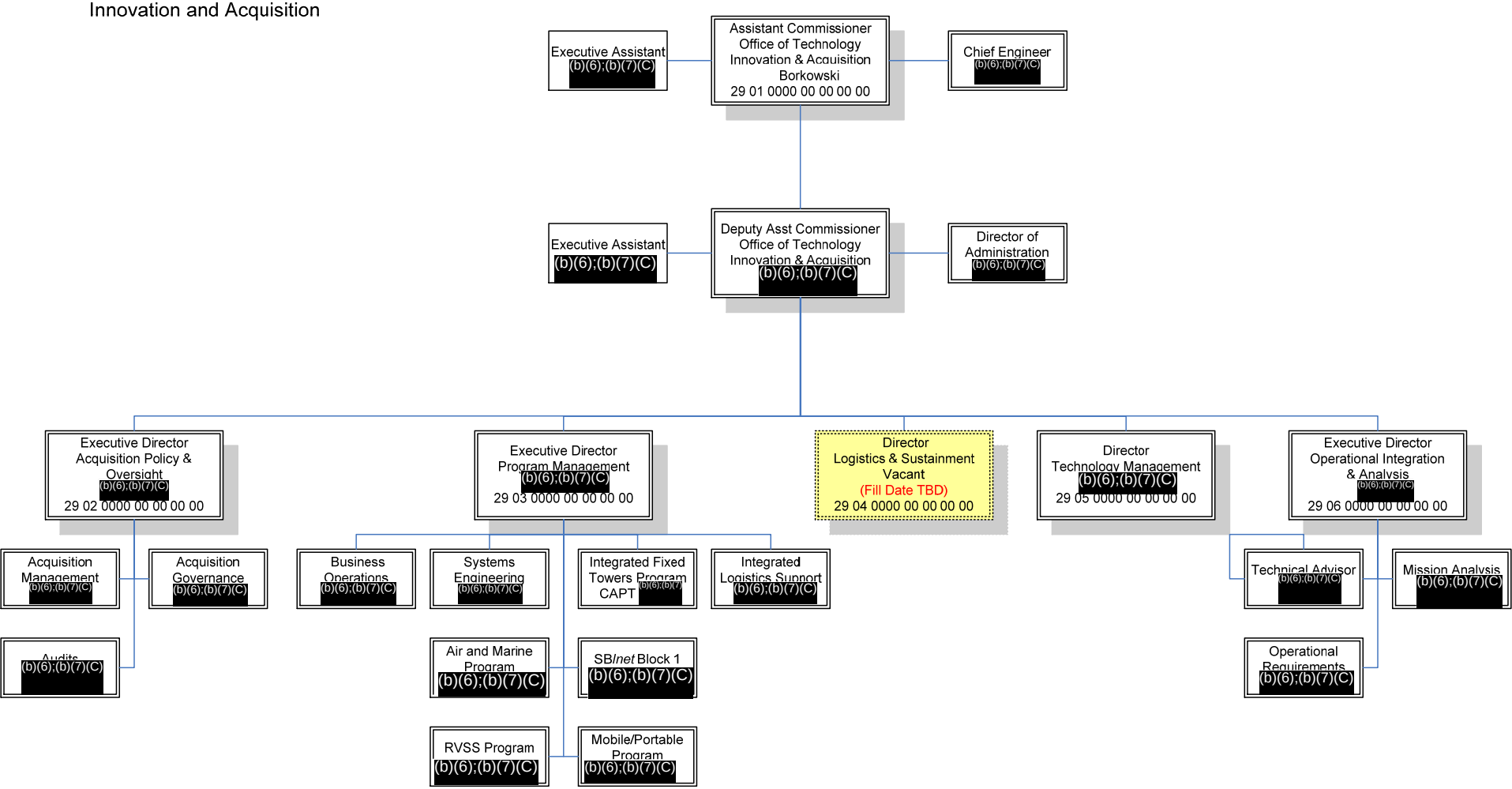
BW7 FOIA CBP 000519

Overview

- Office of Technology Innovation and Acquisition (OTIA) officially established
  - All of us are now part of OTIA
- Future of SBInet Block 1 still pending decision/ announcement from S1
  - AoA phase 1a completed and briefed
  - Arizona Border Surveillance Technology Plan developed
  - We're leaning forward pending decision
- New "portfolio" alignment for programs
  - Starting realignment now, to be complete by 28 Jan 2011

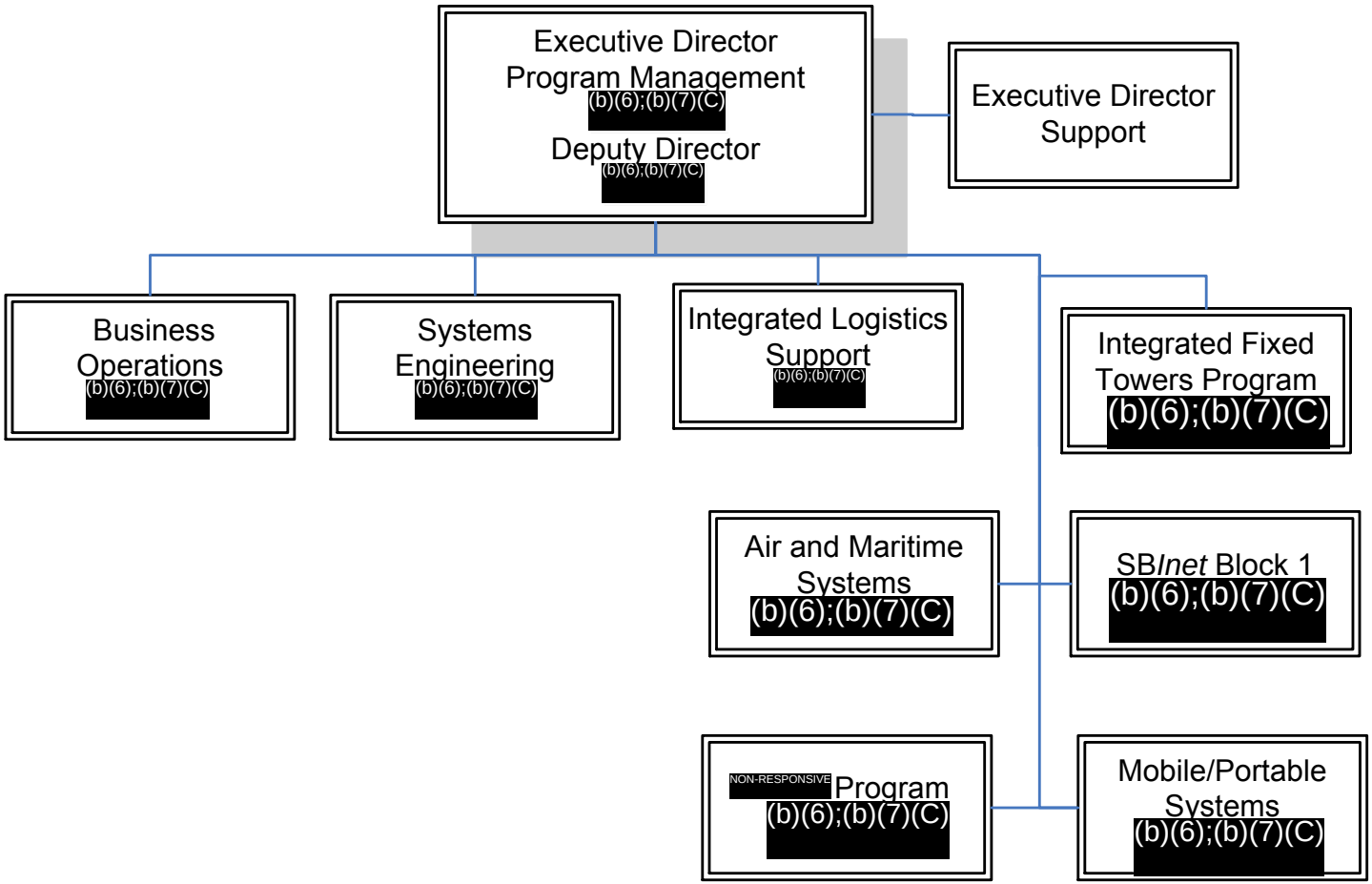
OTIA Organization

Office of Technology
Innovation and Acquisition

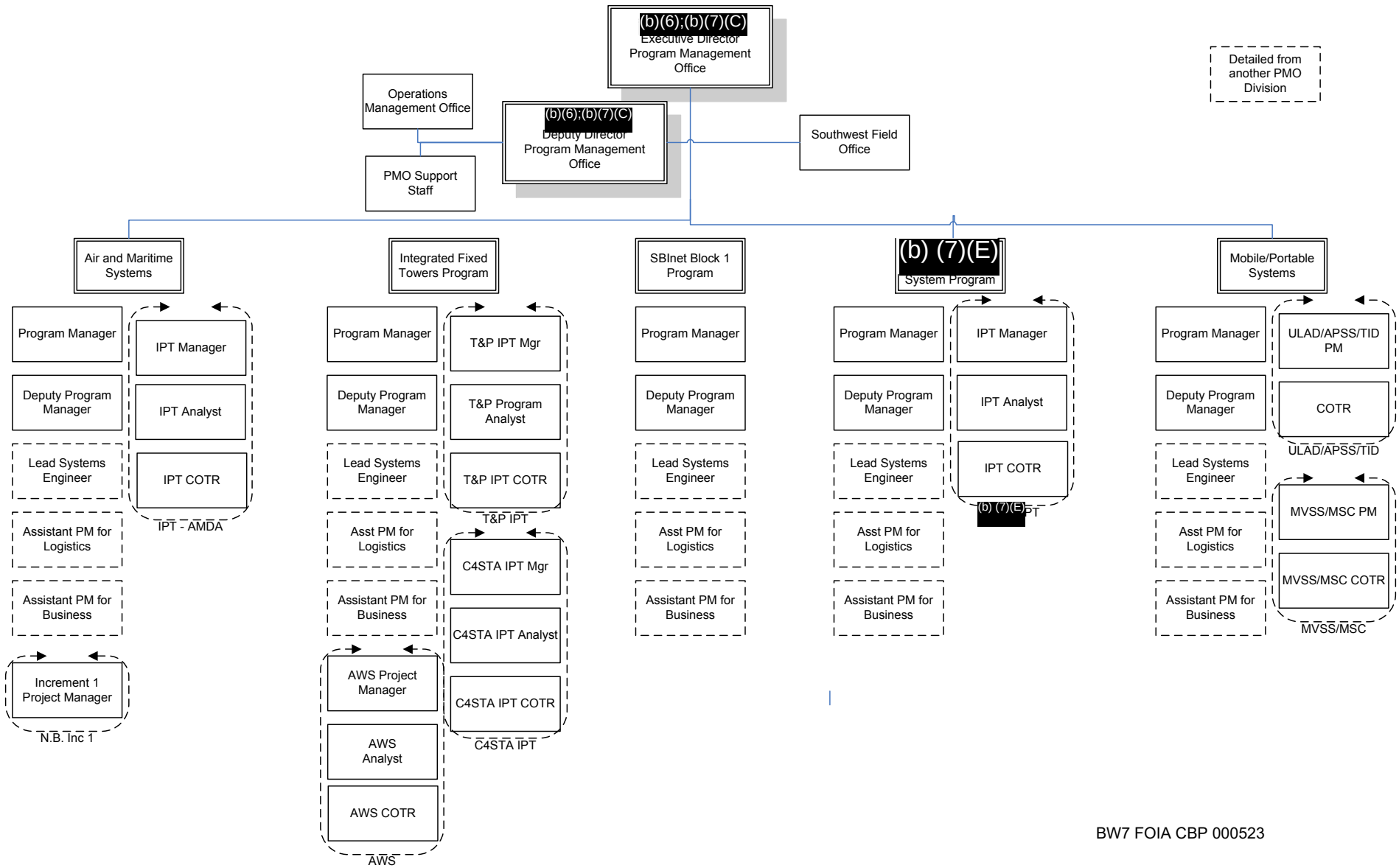


BW7 FOIA CBP 000521

Program Management Office (PMO)



Program Portfolio – January, 2011

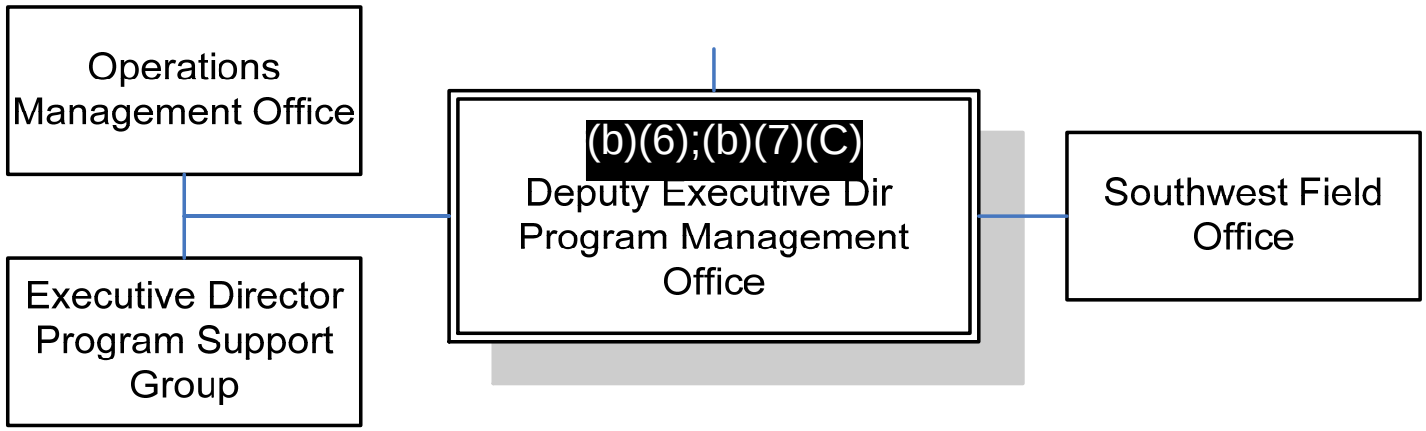


BW7 FOIA CBP 000523

Key Portfolio Management Concepts

- Based on standard staffing model
- Formal, chartered IPT structure with cross-functional participation
- Collocate key subject matter experts within programs/projects
  - Program/Project Managers
  - Lead Systems Engineer
  - Asst PM for Logistics
  - Asst PM for Business Management
- PMO structured to support other CBP initiatives
- Full program/project staffing needs to be developed

Operations and Support Organizations



- Operations Management Office – (b)(6);(b)(7)(C)
  - Mantech contractors ((b)(6);(b)(7)(C))
- Southwest Field Office (SWFO) – (b)(6);(b)(7)(C)
  - (b)(6);(b)(7)(C)
- Executive Director Program Support Group (EDPSG) – (b)(6);(b)(7)(C)

Operations Management Office

- PMO strategic planning
- Audit and tasker response coordination
- Acquisition and program process & procedure development/management
- PMOSS program management/COTR
- PMO leads for data and knowledge management development

South West Field Office (SWFO)

- New taskings with completion of Block 1
  - Deployment Office/Fielding Team
    - Manages and Coordinates system deployment to SW Border
    - Manages transition to ILS and maintenance management
    - Assists new programs/projects (MSC, IFTs, (b) (7)(E) etc)
  - Provides COTR functions
    - Oversee Block 1 projects (POE impound lot, Growler mountain restoration, etc)
    - Bock 1 ILS maintenance management and COTR
  - Planning/execution resource for future projects
    - Local area expertise
    - Liaison with OBP, State, Land Managers, etc.
  - QA and Inspection expertise

BW7 FOIA CBP 000527

Executive Director Program Support Group

- Objectives:
  - Engage with projects at the start to assist in strategy and execution planning development
  - Review key program artifacts for completeness, accuracy and consistency
  - Provide actionable recommendations to the PM/ED as the artifacts are developed/prior to key acquisition decision milestones/as directed
  - Provide support to PMs to resolve identified issues
  - Identify and address systemic issues that contribute to program initiation or execution failure/inefficiency
  - All key program artifacts are reviewed and approved by the ED prior to major milestones (RFP release etc)

BW7 FOIA CBP 000528

Systems Engineering Directorate
- An Overview -

Briefing to the OTIA PMO All-Hands
6 January 2011

(b)(6);(b)(7)(C)
CBP/OTIA
Chief Systems Engineer
Director, Systems Engineering
(b)(6);(b)(7)(C)

BW7 FOIA CBP 000529

Agenda

- Overview of SE Directorate Roles and Responsibilities
- OTIA Technical Review Guide – A focus on an SE product
- Lead Technical Authority - Overview of a “second hat”
- Overview of the SBInet Analysis of Alternatives (AoA)

Agenda

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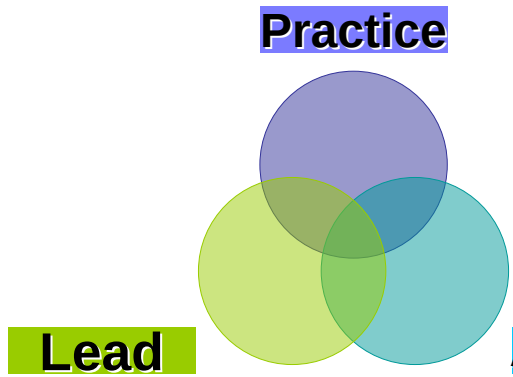
OTIA Systems Engineering Directorate (SED) Vision

Practice the systems engineering discipline by providing qualified Subject Matter Expertise across the enterprise.



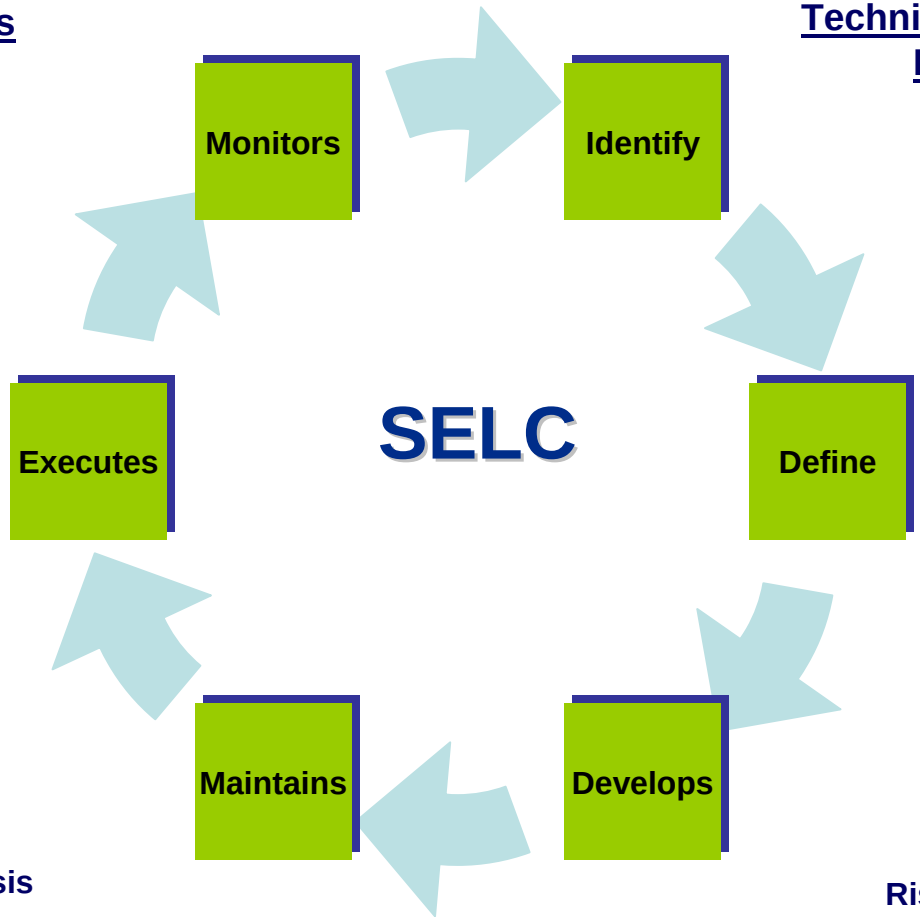
Lead systems engineering efforts for CBP acquisitions

Advocate for systems engineering discipline

Systems Engineering Processes
Technical and Technical Management Processes

Technical Processes

- Transition
- Validation
- Verification
- Integration
- Implementation
- Architecture Design
- Requirements Analysis



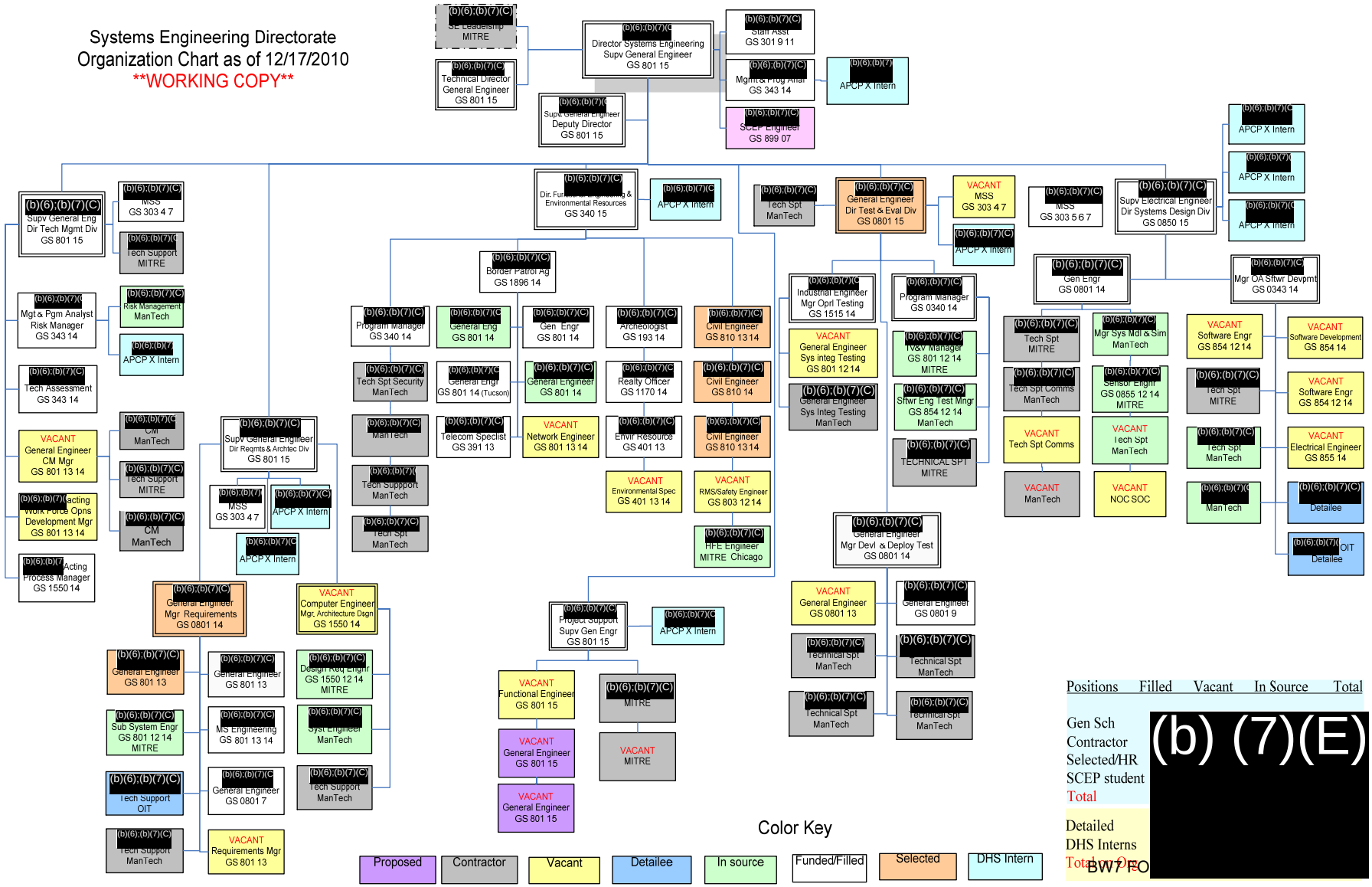
Technical Management Processes

- Technical Planning
- Configuration Mgmt
- Requirements Mgmt
- Technical Assessment
- Data Management
- Interface Management
- Risk Management

Supporting the entire Systems Engineering Life Cycle (SELC)

Systems Engineering Directorate

Systems Engineering Directorate
Organization Chart as of 12/17/2010
WORKING COPY

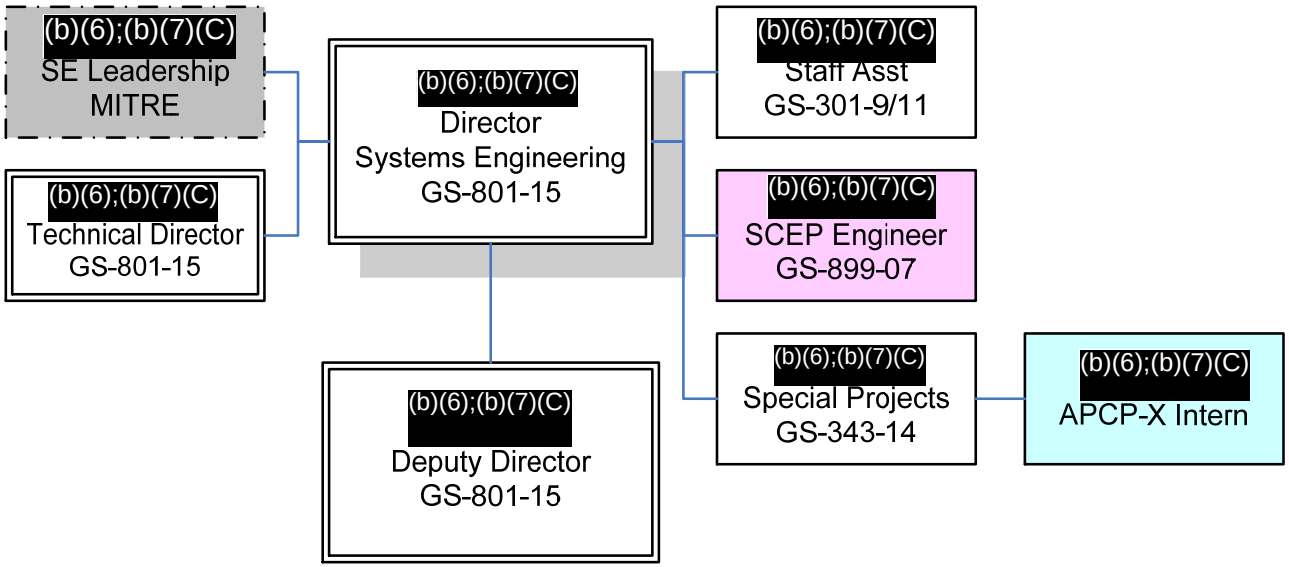


Positions	Filled	Vacant	In Source	Total
Gen Sch				
Contractor				
Selected/HR				
SCEP student				
Total				
Detailed				
DHS Interns				
Total on Orders				

(b) (7)(E)

BW7 FO

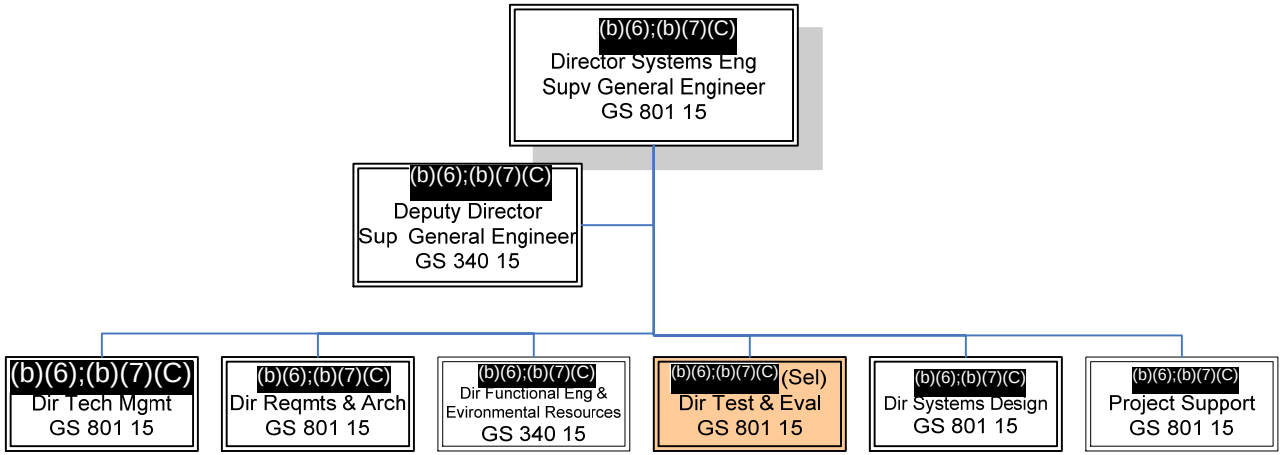
Systems Engineering Directorate
Office of the Director



Director Systems Engineering – (b)(6);(b)(7)(C)

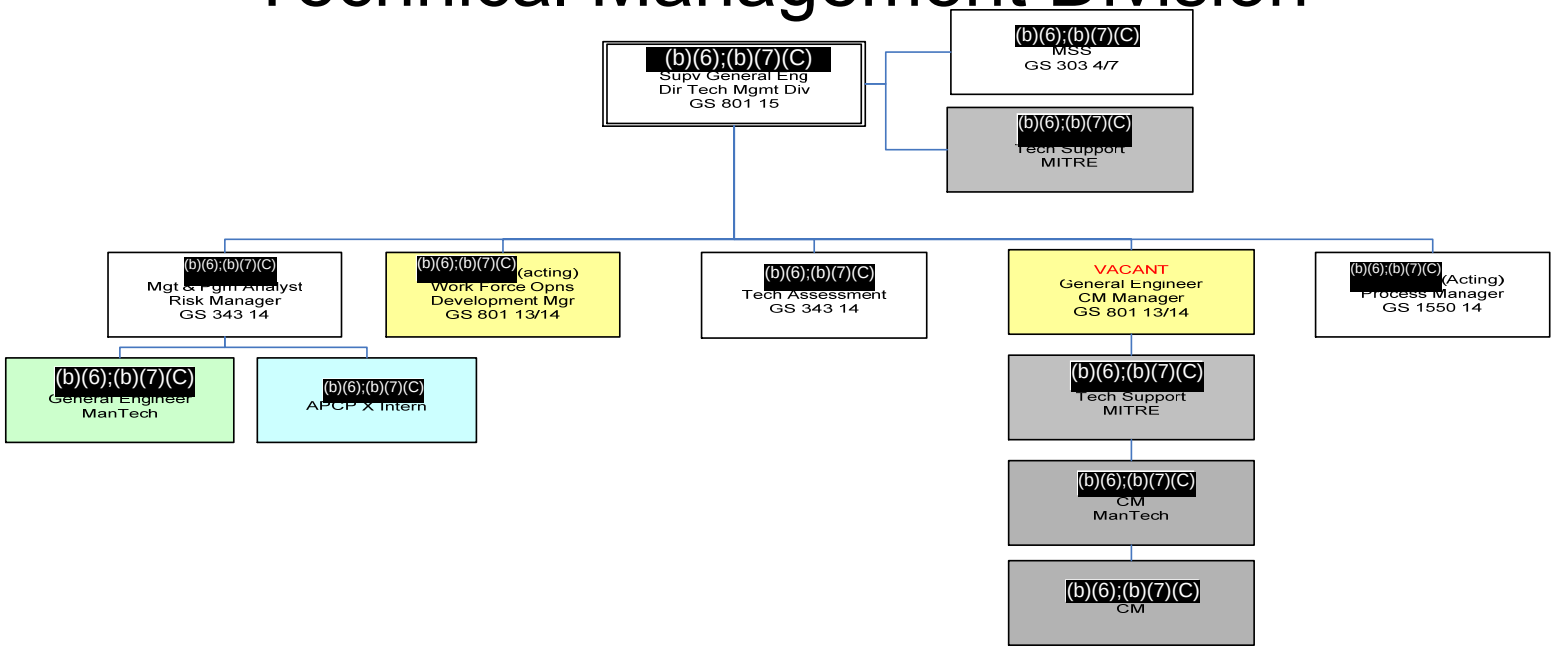
Mission - The CBP/OTIA Systems Engineering Director provides supervisory functions for a diverse staff of engineers, analysts, and computer scientists which includes: setting priorities and schedules; assigning; making decisions on issues presented by the staff; communicating performance requirements; evaluating work performance; and executing personnel actions. The CBP/OTIA Systems Engineering Director assists the Program Manager to identify, direct and maintain the resources (e.g., personnel, facilities, equipment and funds) to achieve OTIA capabilities.

Systems Engineering Directorate Divisions



Mission - **The Systems Engineering Directorate Divisions support the Systems Engineering Director by ensuring OTIA engineering staff execute the SE process across the program and in alignment with the OTIA Program and SE Division Vision, DHS and CBP acquisition policies, all Technical and Technical Management Processes, the Technical Baseline, the SBI*net* SELC as documented in the program's Systems Engineering Plan (SEP), and the OTIA Enterprise Architecture to produce quality integrated OTIA capabilities meeting the end users' needs.**

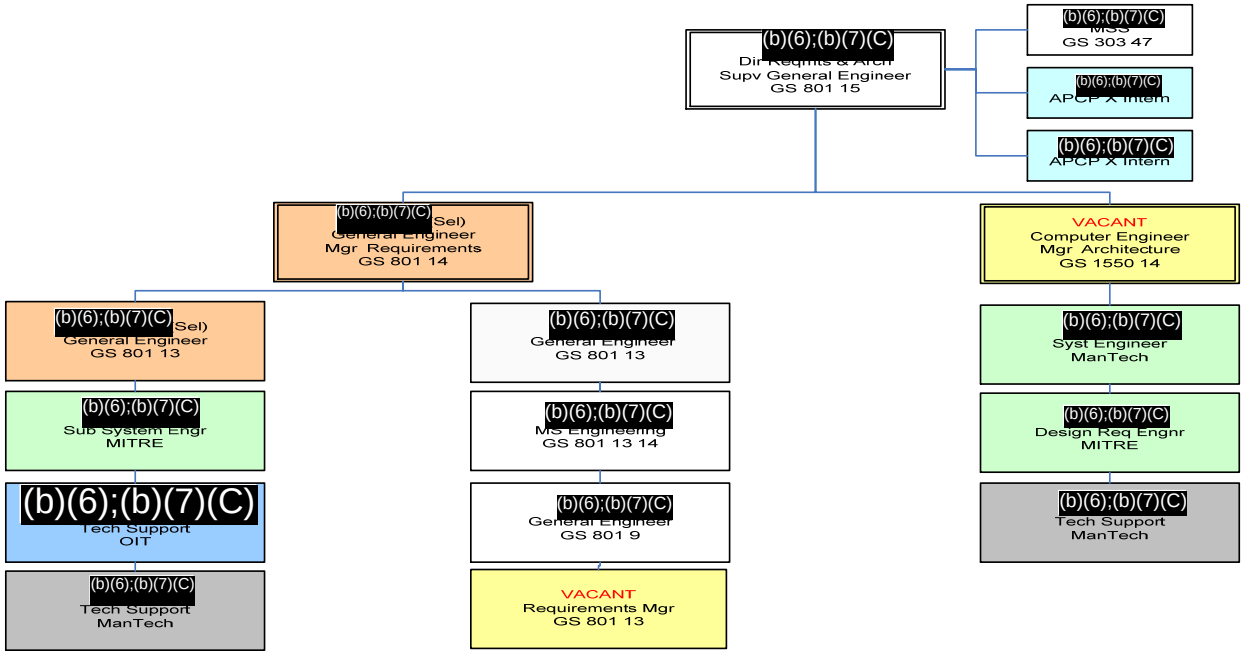
Systems Engineering Directorate
Technical Management Division



Director - (b)(6);(b)(7)(C)

Mission -The CBP/OTIA Technical Management Division, under the Director of Systems Engineering, develops manages, and executes industry best Technical Management Processes and Practices for Systems Engineering across CBP and within acquisition programs such as SBI*net*. Technical Management Processes such as Configuration Management, Risk Management, and Quality Control ensure the proper control and delivery of superior engineering products while mitigating program risk (cost, schedule, and technical performance).

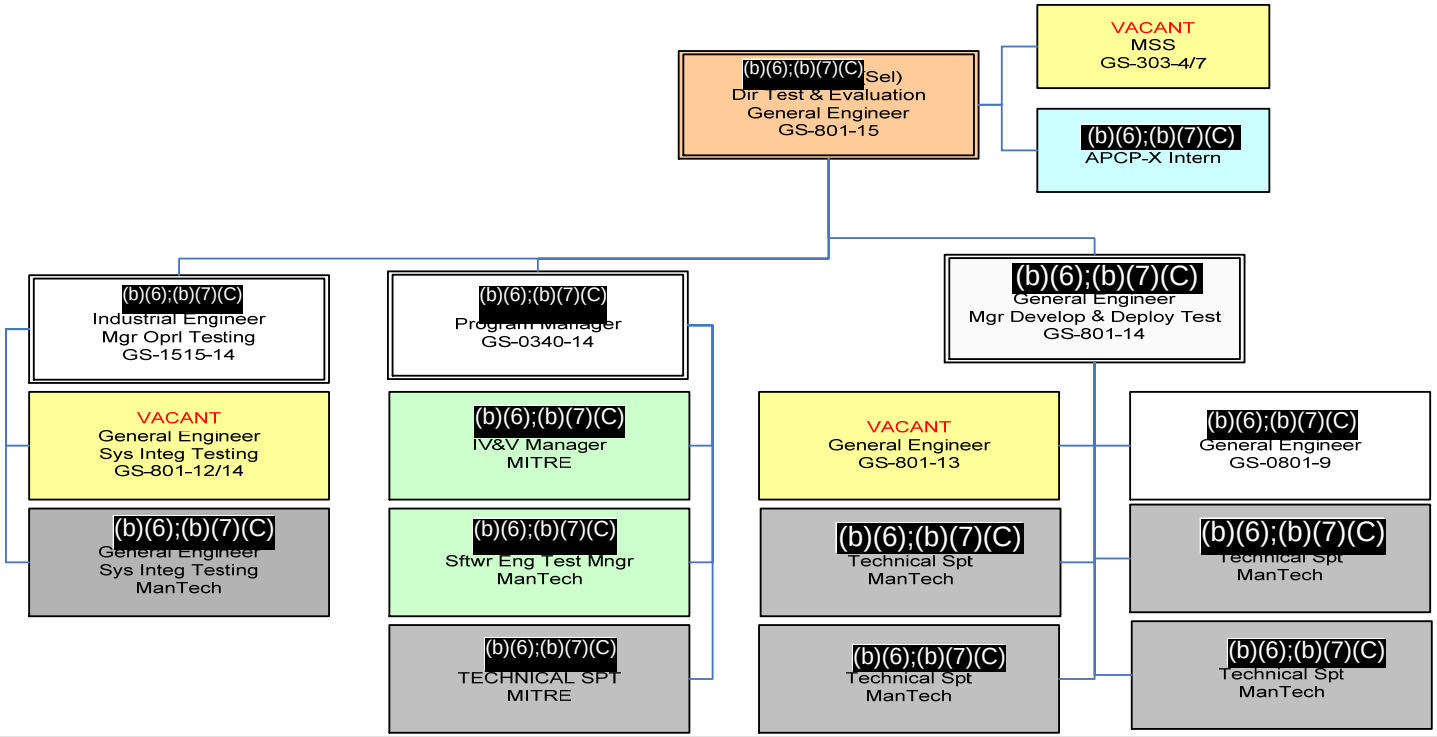
Systems Engineering Directorate
Requirements & Architectures Division (R&AD)



Director - (b)(6);(b)(7)(C)

Mission - The R&A Division implements and oversees OTIA program technical requirements planning, development, and management (traceability and change management) activities. These requirements align with, and support applicable CBP mission needs, critical operational issues, established operational requirements, and Test & Evaluation activities. R&AD also implements and oversees an architectural process framework that aligns OTIA programs architectural aspects to CBP and DHS Enterprise Architectures.

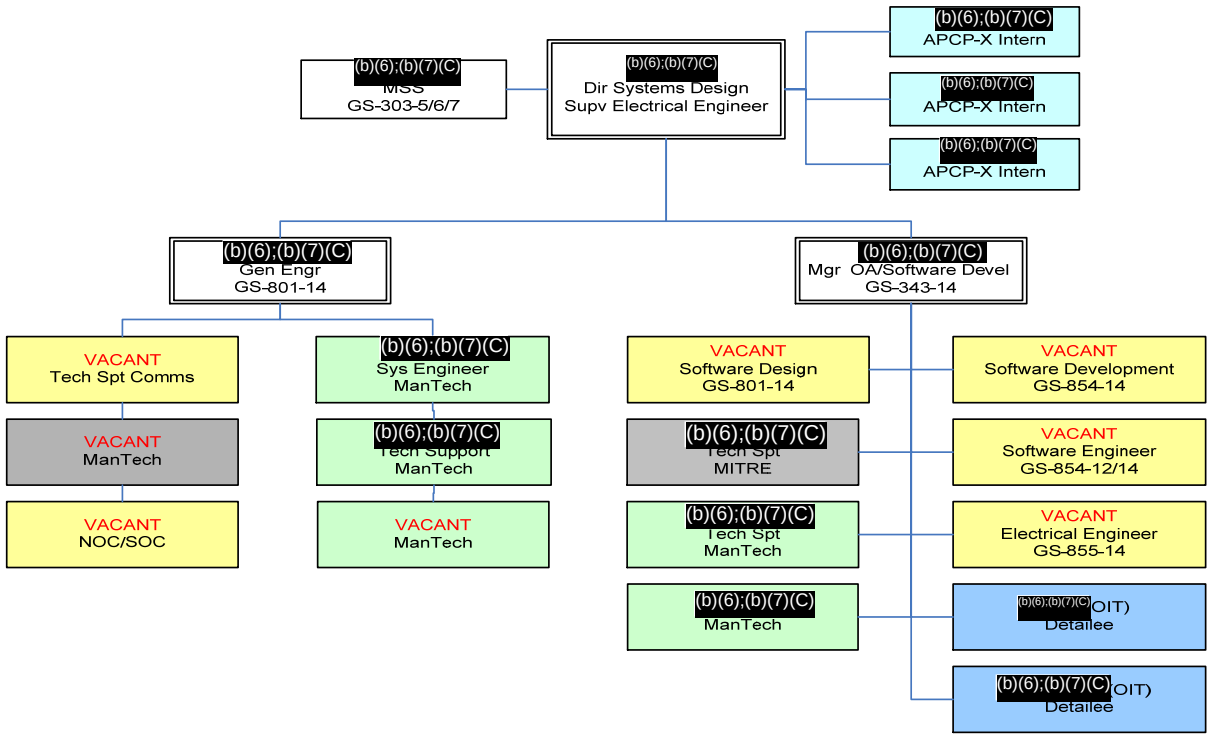
Systems Engineering Directorate
Test & Evaluation



Director – (b)(6);(b)(7)(C) Selected

Mission – The SED Test and Evaluation Division under the direction of the SED Director develops, implements, and executes all CBP and SED Test and Evaluation Processes in coordination with OTIA ensuring that all program and project requirements are implemented correctly for a given capability - does the product do what it is suppose to due as envisioned by the end users.

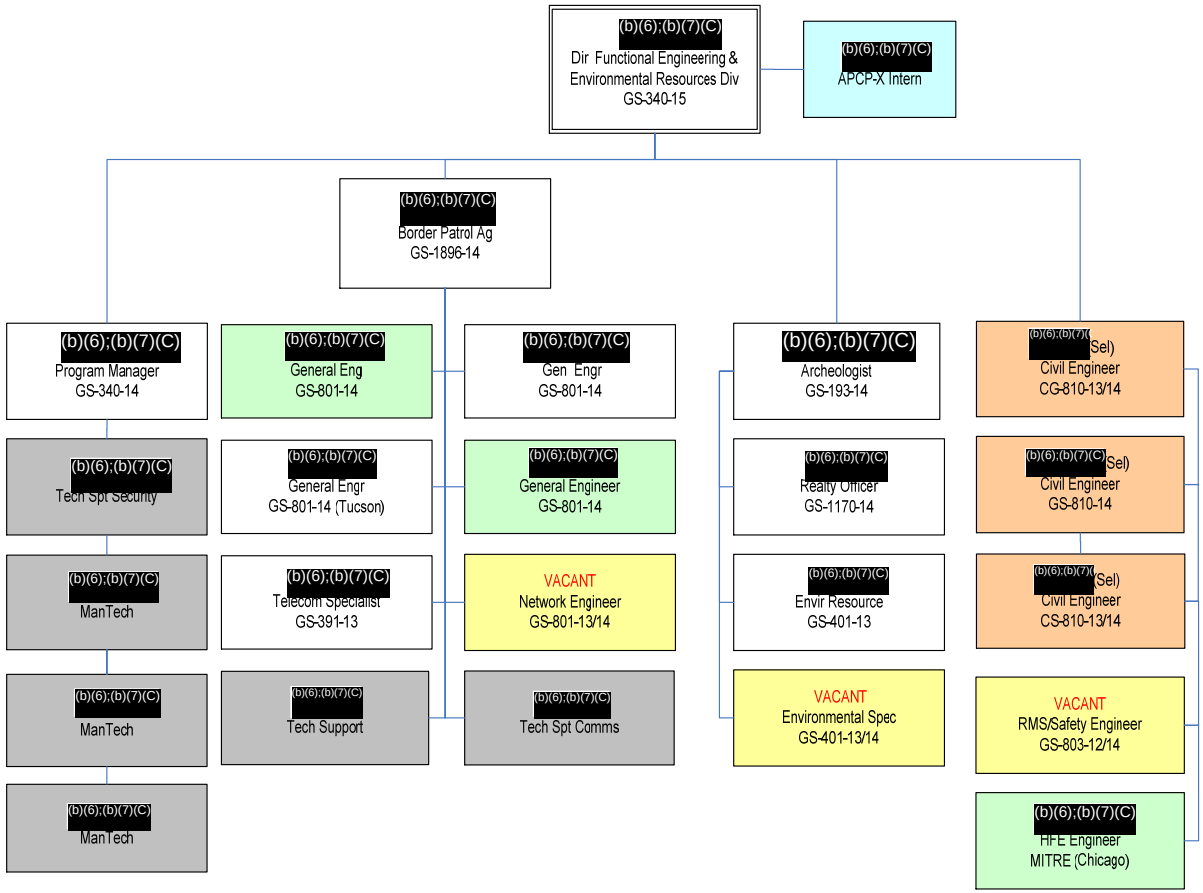
Systems Engineering Directorate
Systems Design



Director – (b)(6);(b)(7)(C)

Mission – The Systems Design Division under the direction of the SED Director provides systems engineers to support the design, development, and implementation of performance requirements for a system within the program/project.

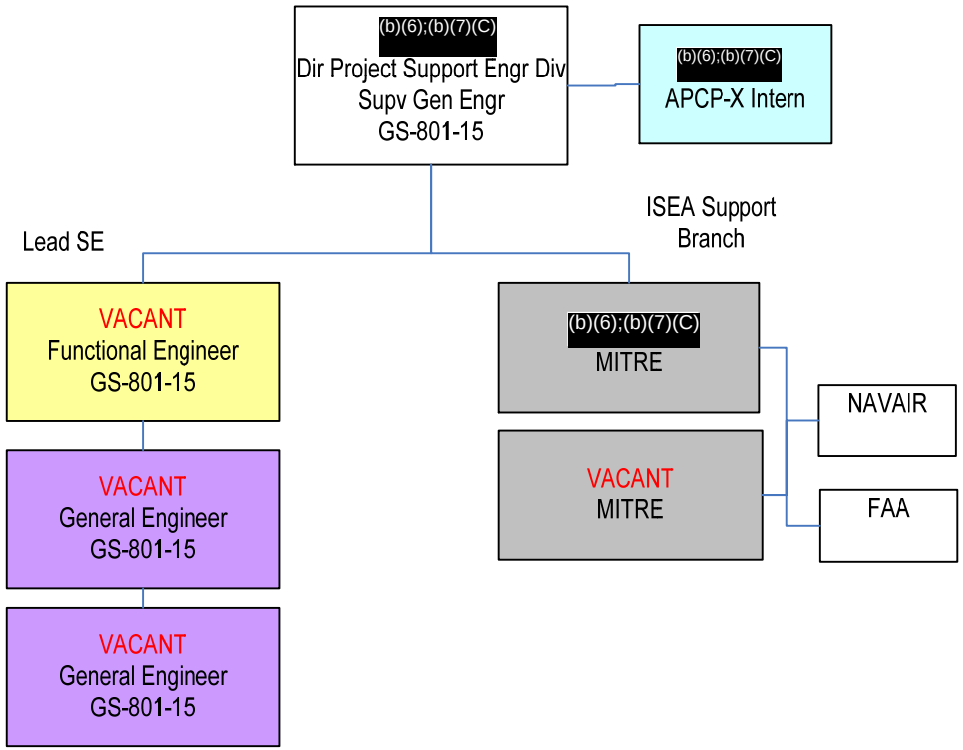
Systems Engineering Directorate Functional Engineering and Environmental Resources Div.



Director – (b)(6);(b)(7)(C)

Mission – Under the direction of the SED Director provides SMEs to support the design, development, and implementation of OTIA programs/Projects.

Systems Engineering Directorate
Project Support Engineering Division



Director – (b)(6);(b)(7)(C)

Mission – Under the direction of the SED Director provides Lead System Engineering support for new and existing OTIA Programs/Projects. Additionally, provide Sustaining Engineering support for changes to existing OTIA Programs/Projects and coordination with OTIA logistics.

Agenda

- Overview of SE Directorate Roles and Responsibilities
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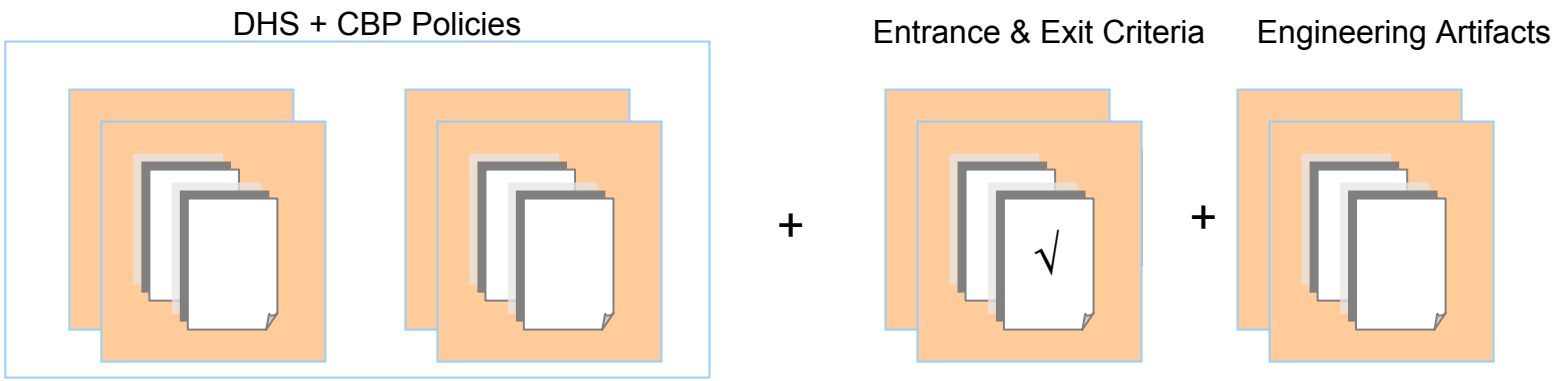
Technical Review Guide (TRG)

- **Signed out 30 September 2010**
- **Created as a tool for the PM to execute the "how" of the SELC**
- **Expands the SELC to meet needs of SE efforts within CBP**
  - **Provides guidance on DHS AD 102-01 reviews**
  - **Provides guidance on reviews unique to CBP [Construction Development Reviews]**
- **Provides Entrance & Exit Checklists as they relate to risk**



The TRG defines technical review "best practices" for consistency and rigor.

BW7 FOIA CBP 000544

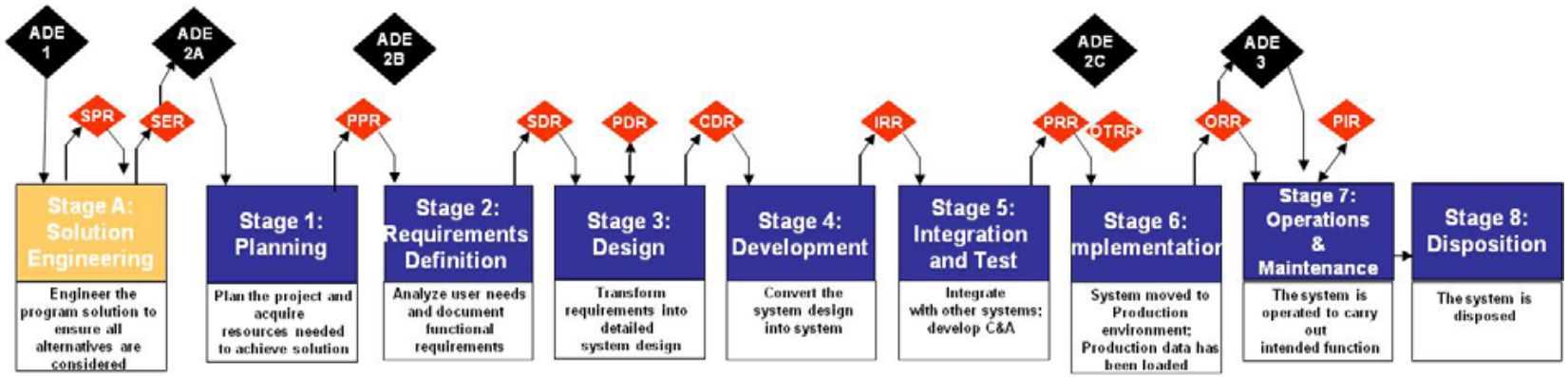
Attributes of Effective Reviews

- **Event-based, that is, having defined entry criteria**
- **Tri-chaired by the LTA, Lead Business Authority (LBA), and Program Manager (PM)**
- **Facilitate an integrated assessment of the program (program team, Tri-chairs, Technical Review Board, Integrated Review Team)**
- **Yield defined products for the PM**
  - Requests For Action
  - Completion Letter
  - Integrated assessment of the program's readiness to proceed to the next technical phase of effort

Effective reviews provide an objective technical assessment for the program manager

BW7 FOIA CBP 000545

SELC Technical Reviews



Key

SPR: Study Plan Review
SER: Solution Engineering Review
PPR: Project Planning Review
SDR: System Definition Review
PDR: Preliminary Design Review
CDR: Critical Design Review
IRR: Integration Readiness Review
PRR: Production Readiness Review
OTRR: Operational Test Readiness Review
ORR: Operational Readiness Review
PIR: Post Implementation Review

Note: A SELC Tailoring Plan must be developed that defines what stages, activities, and artifacts will be completed for the project. The SELCTailoring Plan should reflect the unique characteristics of the project and provide the best opportunity to deliver the system effectively.

Additional TRG Reviews included:

Systems Requirements Review
Software Preliminary Design Review
Software Critical Design Review
Systems Verification Review
Systems Functional Review
Software Specification Review
Software Test Readiness Review
Physical Configuration Audit

Perform lower-level reviews in support of system-level reviews.

BW7 FOIA CBP 000546

Next Steps

- **Develop training materials**
- **Conduct training across OTIA technical and program staff**
- **Collaborate with the CBP CIO to align elements of the TRG with IT processes (e.g. one voice)**
- **Work with Program teams to properly plan and conduct event-based technical reviews**
- **Enhance program success by providing Program Managers with objective assessments of technical progress against SELC criteria**

It's not about the gate its about the journey!

BW7 FOIA CBP 000547

Agenda

- Overview of SE Directorate Roles and Responsibilities
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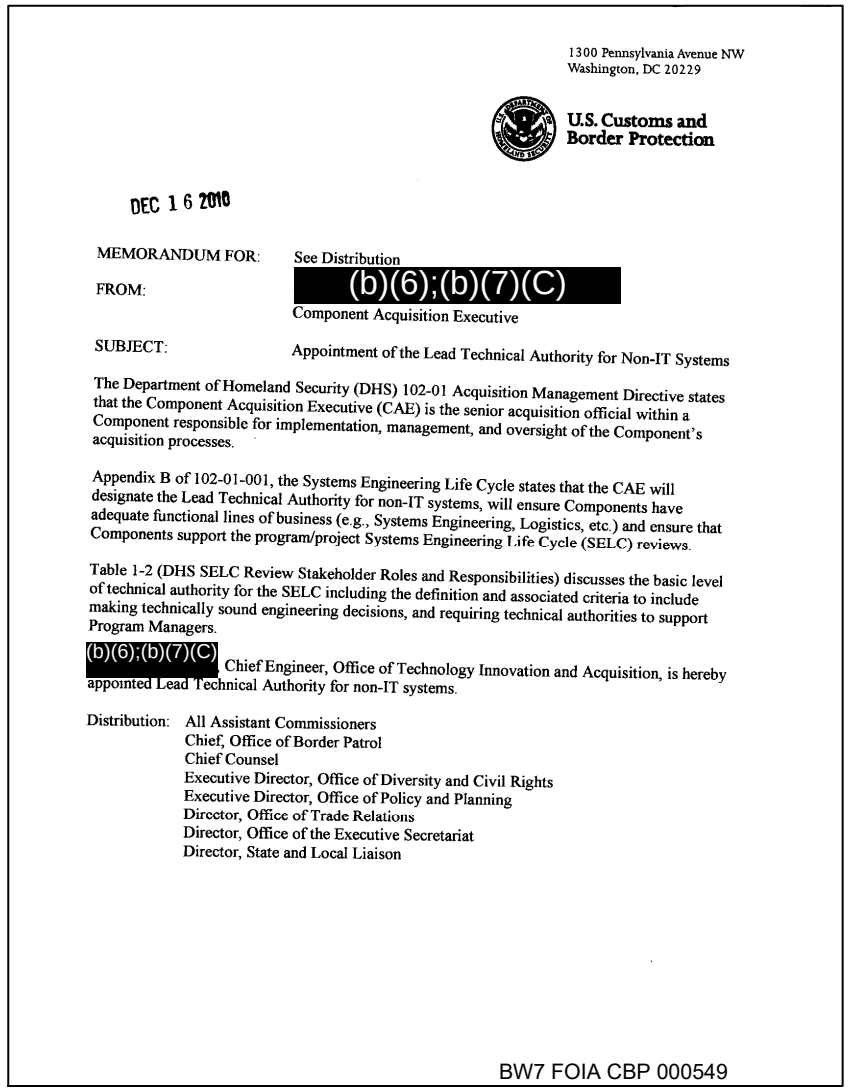
Lead Technical Authority for non-IT Systems

- Appointed by CAE
- Mandated participant for all SE reviews and is empowered to represent agency-wide technical considerations & recommendations to the PM and CAE
- Responsible for
  - Ensuring SELC Review exit criteria are satisfied
  - Endorsing the SELC Tailoring Plans
  - Signing the SELC Review Completion Letter



1300 Pennsylvania Avenue NW
Washington, DC 20229

U.S. Customs and Border Protection

DEC 16 2010

MEMORANDUM FOR: See Distribution

FROM: (b)(6);(b)(7)(C)
Component Acquisition Executive

SUBJECT: Appointment of the Lead Technical Authority for Non-IT Systems

The Department of Homeland Security (DHS) 102-01 Acquisition Management Directive states that the Component Acquisition Executive (CAE) is the senior acquisition official within a Component responsible for implementation, management, and oversight of the Component's acquisition processes.

Appendix B of 102-01-001, the Systems Engineering Life Cycle states that the CAE will designate the Lead Technical Authority for non-IT systems, will ensure Components have adequate functional lines of business (e.g., Systems Engineering, Logistics, etc.) and ensure that Components support the program/project Systems Engineering Life Cycle (SELC) reviews.

Table 1-2 (DHS SELC Review Stakeholder Roles and Responsibilities) discusses the basic level of technical authority for the SELC including the definition and associated criteria to include making technically sound engineering decisions, and requiring technical authorities to support Program Managers.

(b)(6);(b)(7)(C), Chief Engineer, Office of Technology Innovation and Acquisition, is hereby appointed Lead Technical Authority for non-IT systems.

Distribution: All Assistant Commissioners
Chief, Office of Border Patrol
Chief Counsel
Executive Director, Office of Diversity and Civil Rights
Executive Director, Office of Policy and Planning
Director, Office of Trade Relations
Director, Office of the Executive Secretariat
Director, State and Local Liaison

BW7 FOIA CBP 000549

Agenda

- Overview of SE Directorate Roles and Responsibilities
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Assessment Approach (Three Elements)

- Immediate term: divert the ARRA funds from SBI*net* to other technology (complete)

- Mid-term: consider diversion of some existing (currently frozen) SBI*net* Block 1 funding to other technology options for high-priority border areas (decisions by May/June)
  - Fill holes that cannot wait for the results of the AoA assessment or that cannot wait for SBI*net* to be available

- Long-term: comprehensive, quantitative, science-based assessment (e.g., Analysis of Alternatives) of SBI*net* compared to other technology options for each individualized area of the border
  - Meets recognized standards for these types of assessments—appropriate for large investment decisions
  - Usually a 6-9 month effort
  - Highly analytical (requires highly expert and experienced personnel)
  - Can be phased to get interim results for highest priority needs and decisions

Three-Phased AoA Approach

- Phase 1a:
  - Science-based, quantitative analysis (e.g., AoA) for Arizona (Tucson and Yuma Sectors)
    - SBI and S&T will identify technology options based on current knowledge vice market research
    - Identify and score Operational Outcomes and Measures of Effectiveness (MOEs) for each alternative or set of alternatives
    - Develop credible cost-estimates for each alternative
    - Compare effectiveness and cost for each alternative
  - Data analysis complete by 30 Jun 2010 (goal); annotated brief complete by 16 Jul 2010

- Phase 1b:
  - Conduct AoA for next three priority sectors (El Paso, Rio Grande Valley, San Diego)
  - Data analysis to start in Aug 2010 (given results and products from phase 1a make sense) and complete by end of 22 Nov 2010 (goal); annotated brief complete by 20 Dec 2010

- Phase 2:
  - Extend and complete AoA for the remaining sectors and segments along the SWB
  - Data analysis complete by 25 Feb 2011; final report complete by 29 Apr 2011

Received approval for Phase 1b on 22 July 2010

BW7 FOIA CBP 000552

AoA Assessment Status

- Phase 1a (Arizona)
  - Completed July 2010; briefed to S1 on 22 Jul 2010

- Arizona Technology Deployment Plan created
  - Awaiting S1's announcement
  - Beginning preliminary acquisition actions

- Phase 1b
  - 3 prioritized sectors from OBP: RGV, El Paso & San Diego
  - Phase 1b differences from Phase 1a
    - 2 additional MOEs
      - Strategic Intelligence
      - Dynamic Surveillance
    - 2 additional technology alternatives
      - Aerostats
      - Cerberus lite
    - 2 additional environmental areas
      - Maritime (Land/Sea interface)
      - Urban (developing the framework to assess during Phase 2)
  - Regarding the S1's action to open the aperture
    - DoD has validated the existing technology choices
      - With the addition of Aerostats and Cerberus lite

BW7 FOIA CBP 000553

AoA Next Steps

- OBP (with support from the Study Team and OTIA) is developing the Technology Development Plan for RGV, El Paso, and San Diego (12-22 Dec)
  - Informed by the phase 1b analysis results

- Study Team will hold a Peer Review with DoD in January
  - Response to S1's action to open the aperture

- AoA ESC briefing ready (week of 20 Dec); briefing to other stakeholders (early January)

- Technology Development Plan briefing ready (early January)

BW7 FOIA CBP 000554

Backups

OTIA
Integrated Logistics Support (ILS) Program

U.S. Customs and Border Protection

(b)(6);(b)(7)(C)

6 January 2011

BW7 FOIA CBP 000556

Agenda

- **Organizational Overview**
  - Vision, Mission, Structure
  - Support Concept
  - Organizational Responsibilities
- **Division Missions**
  - Policy, Planning, and Performance
  - Resource Planning and Execution
  - Implementation and Life Cycle Management
  - Operations and Support
  - Asset Management and Automation
  - Organization Management
- **Corporate Challenges**
- **Key Activities**

BW7 FOIA CBP 000557

Vision

To become the Integrated Logistics Support (ILS) Center of Excellence advancing life cycle supportability and sustainment best practices across all CBP programs

BW7 FOIA CBP 000558

How to Achieve the Vision

- We plan to use the seven Baldridge Criteria as an integrated framework for managing the ILS organization:

    1. Leadership
    2. Strategic planning
    3. Customer focus
    4. Measurement, analysis, and knowledge management
    5. Workforce focus
    6. Operations focus
    7. Results

- By using these criteria, we can align resources; improve communication, productivity, and effectiveness; and achieve strategic goals

- Journey has just begun…but it's going to be exciting!

BW7 FOIA CBP 000559

Mission

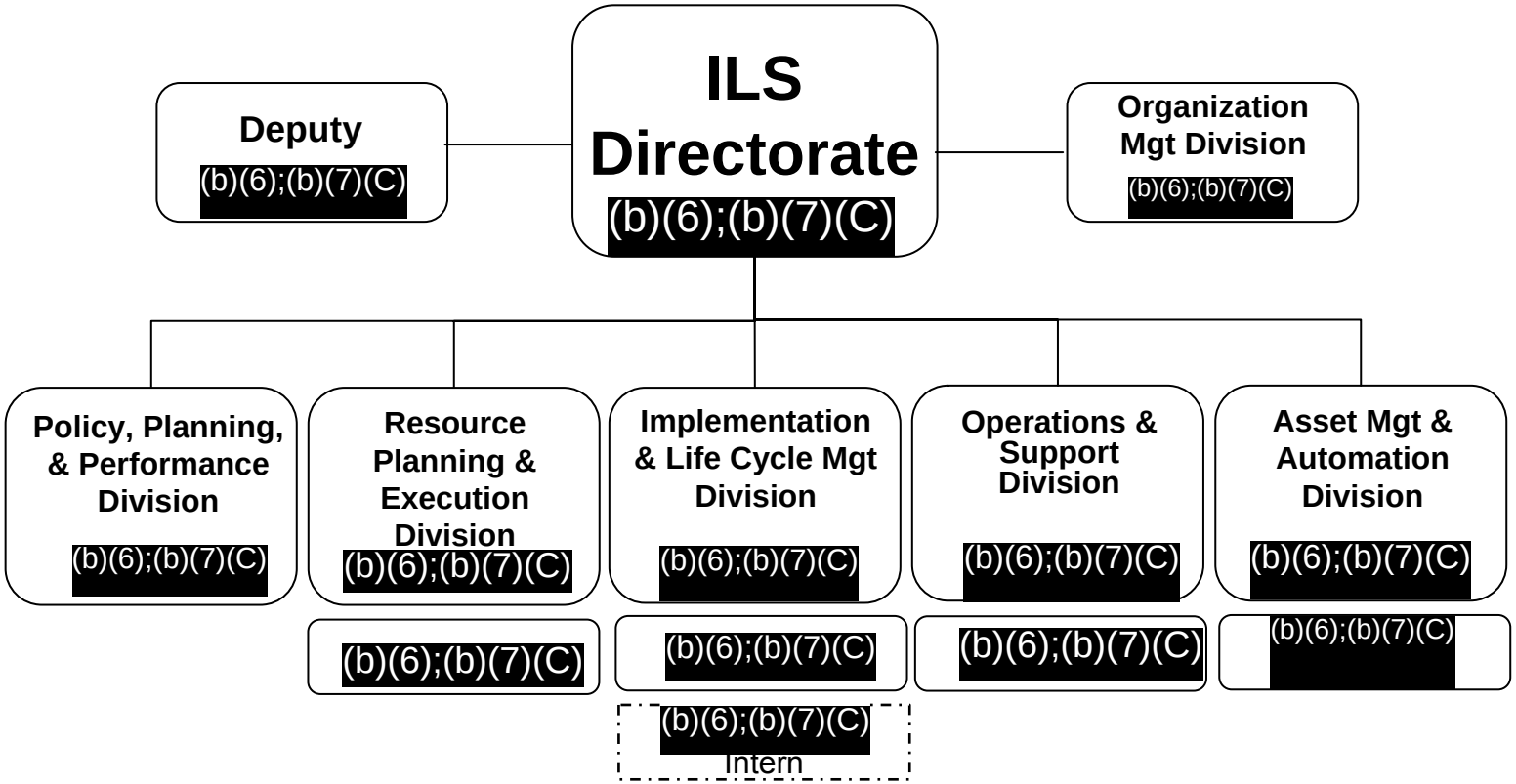
The ILS Directorate:

Develops and implements life-cycle logistics support requirements for OTIA Programs

- Implements and maintains DHS/CBP ILS policy
- Develops, monitors, forecasts, and reports ILS fiscal requirements
- Influences system design to achieve operational effectiveness and efficiency and minimize life cycle cost
- Identifies requirements and develops and delivers ILS solutions to resolve system operational inefficiencies
- Synchronizes and aligns ILS resources to optimize border enforcement system operations

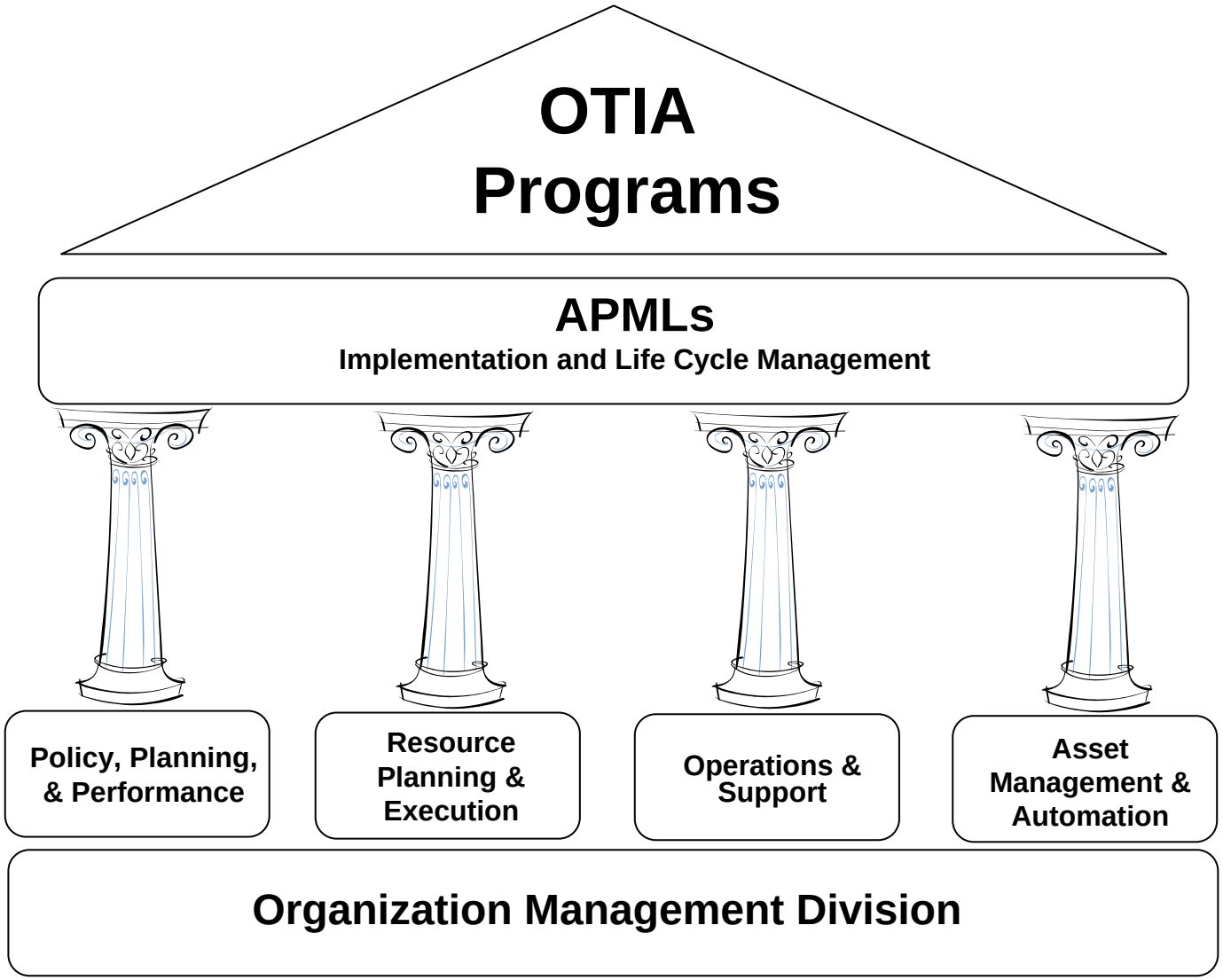
BW7 FOIA CBP 000560

ILS Directorate Organization



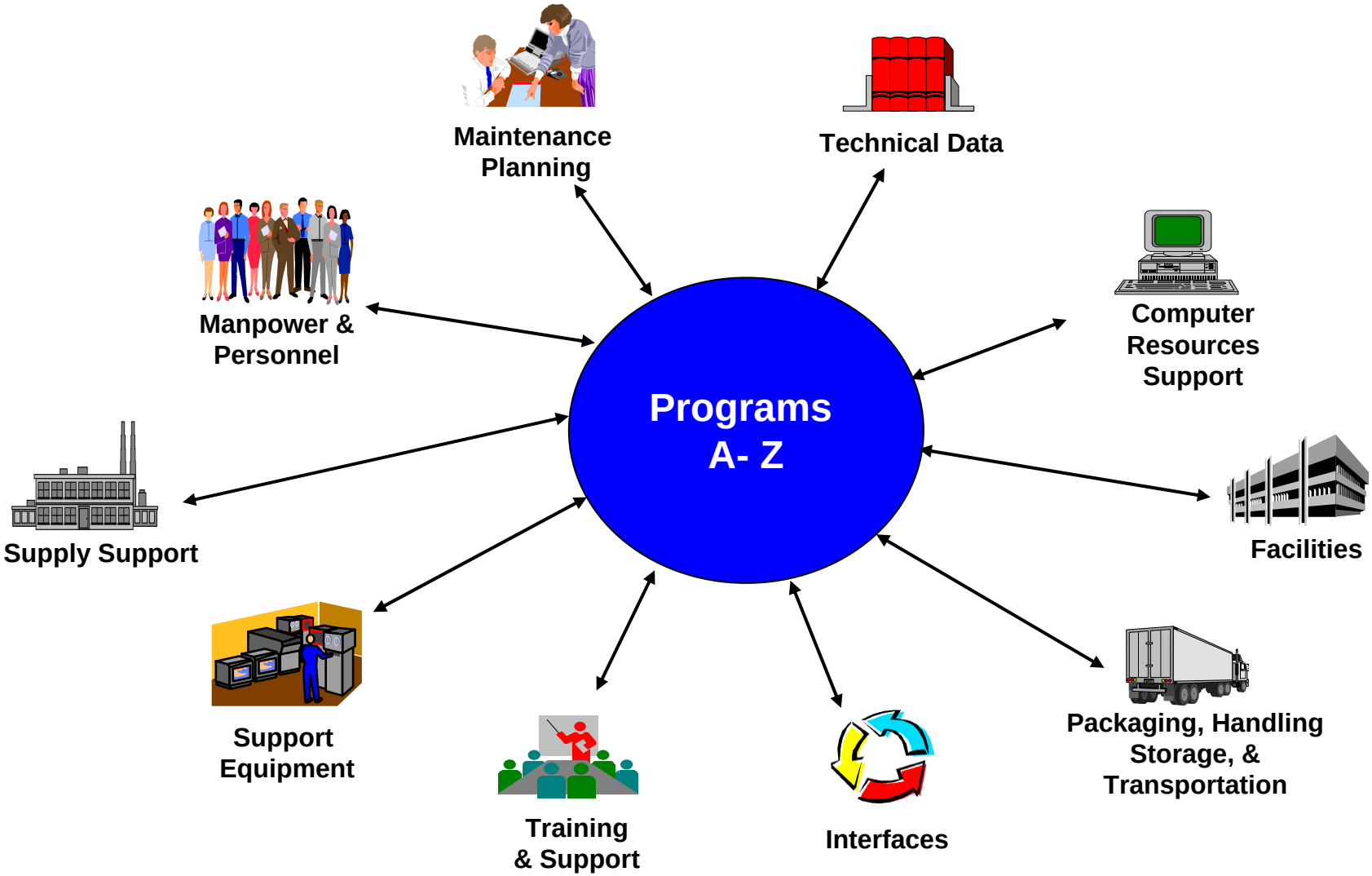
BW7 FOIA CBP 000561

ILS Support Concept



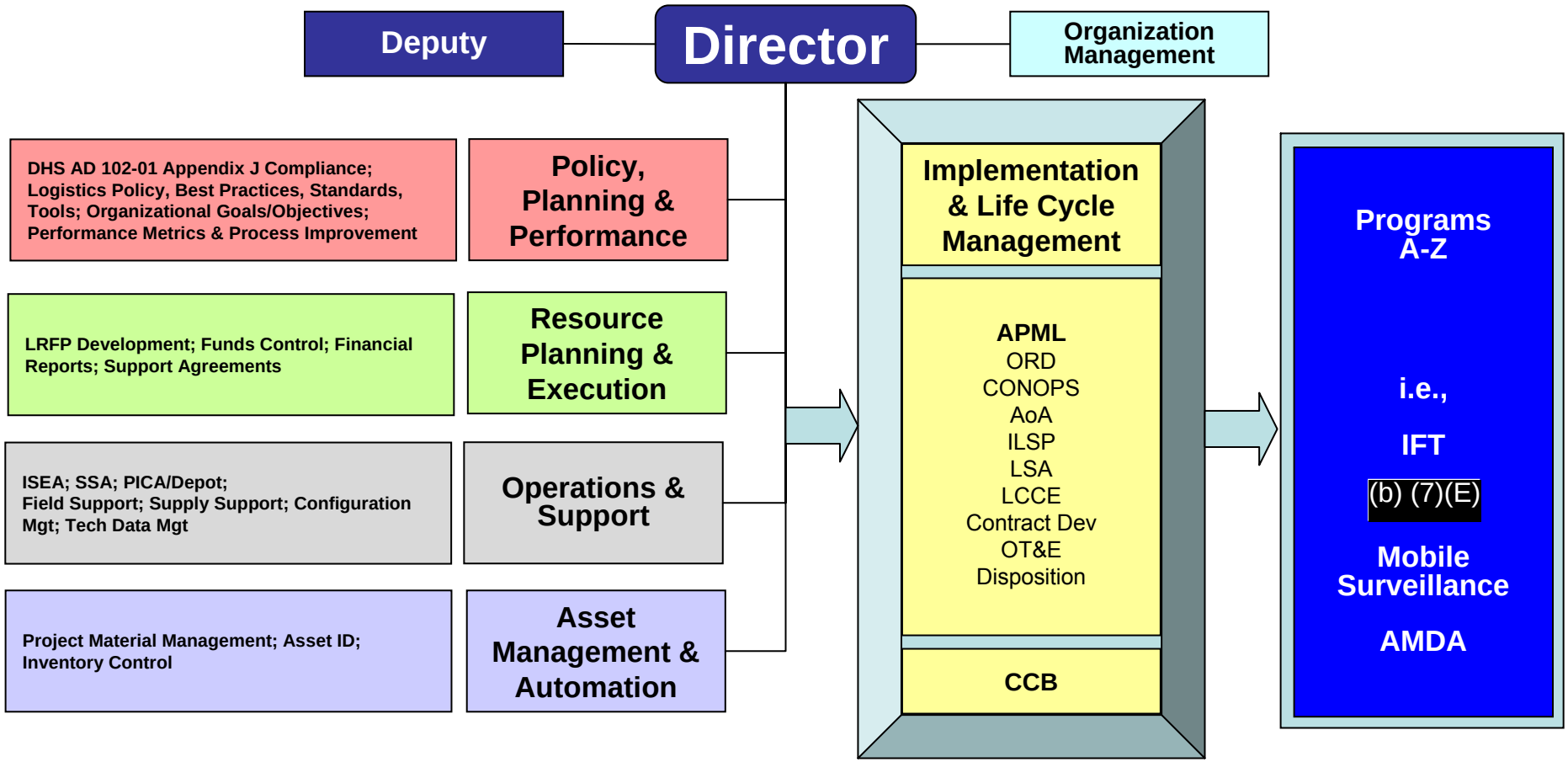
BW7 FOIA CBP 000562

APML Support Concept to PMO



BW7 FOIA CBP 000563

ILS Organizational Responsibilities



BW7 FOIA CBP 000564

Policy, Planning, & Performance Division

The Policy, Planning, and Performance Division enables excellence in logistics by providing superior support to the logistics community of interest (COI) by:

- Implementing and maintaining ILS policies, processes, procedures, standards, and templates to achieve optimal outcomes
- Developing a strategic plan that aligns ILS and OTIA goals with quantifiable and measurable objectives
- Identifying, providing, and *inculcating* logistics best practices, lessons learned, and value-added tools for PMs' and APMLs' use

BW7 FOIA CBP 000565

Planning & Execution Division
Resource

The Resource Planning and Execution Division manages Operations and Maintenance (O&M) resource requirements to support OTIA deployed projects to include current and out-year budget development and execution as well as administrative duties for O&M contracts and agreements. Additionally, consult with programs during the transition from implementation to in-service logistics support. Support the development of ILS capital investment costs to support OTIA Development and Deployment (D&D) programs.

Responsible for the following:

- Logistics Requirement and Funding Plan (LRFP) Development
- Funds Control (O&M allocation)
- Financial Reports
- Support Agreements
- Annual FY Spend Plan Development (SB 200 & 300)

BW7 FOIA CBP 000566

Implementation & Life Cycle Mgt Division

The Implementation and Life Cycle Management Division implements ILS best practices by providing projects with APMLs who:

- Coordinate, participate and contribute to artifact/product development in terms of reliability, availability, maintainability, and testability (RAMT) throughout the life cycle
- Establishes and maintains baselines and configuration control for the IPT(s)
- Develops projects' Integrated Logistics Support Plan (ILSP) and the associated ILS Product Support Package (PSP) requirements
- Assists in defining and obtaining solutions to meet the requirements of the ILSP and PSP
- Develop Life-Cycle Cost Estimate (LCCE) for the logistics portion of projects
- Participates in project CCBs for system(s) development and sustainment / Planned Product Improvements
- Defines and uses logistics analysis tools to track Availability to cost efficiency to budgeting in the process developing and assessing performance based logistics criteria/metrics
- Reviews and approves ILS PSP deliverables and assists in overseeing CMLS / organic sustainment efforts

BW7 FOIA CBP 000567

Operations & Support Division

The Operations and Support Division is responsible for the following ILS activities within CBP:

- In-Service Engineering Agent (ISEA)
- Software Support Activity (SSA)
- Primary Inventory Control Activity (PICA)/Depot/Supply Support
- Field Support
- Configuration Management (CM)
- Technical Data Management

BW7 FOIA CBP 000568

Asset Management & Automation Division

The Asset Management and Automation Division develops and implements practical, cost-effective asset management practices at the strategic, tactical, and operational levels to manage and control all OTIA assets assuring asset integrity and visibility by:

- Controlling all OTIA assets and project material until they are placed in use by field managers
- Assigning ownership within SAP and Integrated Logistics Support System (ILSS/Maximo)
- Identifying and classifying new assets
- Developing Standard Asset Management and Disposal Plans for projects to utilize as guidance from project initiation to final disposition
- Conducting Final Acceptance inventories
- Integrating tools to provide Asset visibility throughout the life cycle

BW7 FOIA CBP 000569

Organization Management Division

The Organization Management Division supports our ILS personnel and mission by developing and implementing:

- Workforce Planning and Management
- Professional Development
- Administrative Support
- Information Management
- Special Projects and Inquiries

BW7 FOIA CBP 000570

Corporate Challenges

- O&M Budget
- Infrastructure
- Experienced Logisticians

BW7 FOIA CBP 000571

Key Activities

- P-28 Disposal
- TUS 1 sustainment
- Prep for AJO sustainment
- MSS sustainment
  - Implementing critical ECPs
  - Right sizing parts
- Northern Border (b) (7)(E) sustainment
  - Implementing critical ECPs
  - Supply chain optimization
- Prep for NB OIC sustainment
- MSS and Block 1 Technical Training
- Acquisition Logistics Working Group (ALWG)
  - ILS Competency Certification

BW7 FOIA CBP 000572

Questions

PMO's Business Operations Directorate (BOD)

(b)(6);(b)(7)(C)

6 JAN 2011

BW7 FOIA CBP 000574

Business Operations Overview

Mission

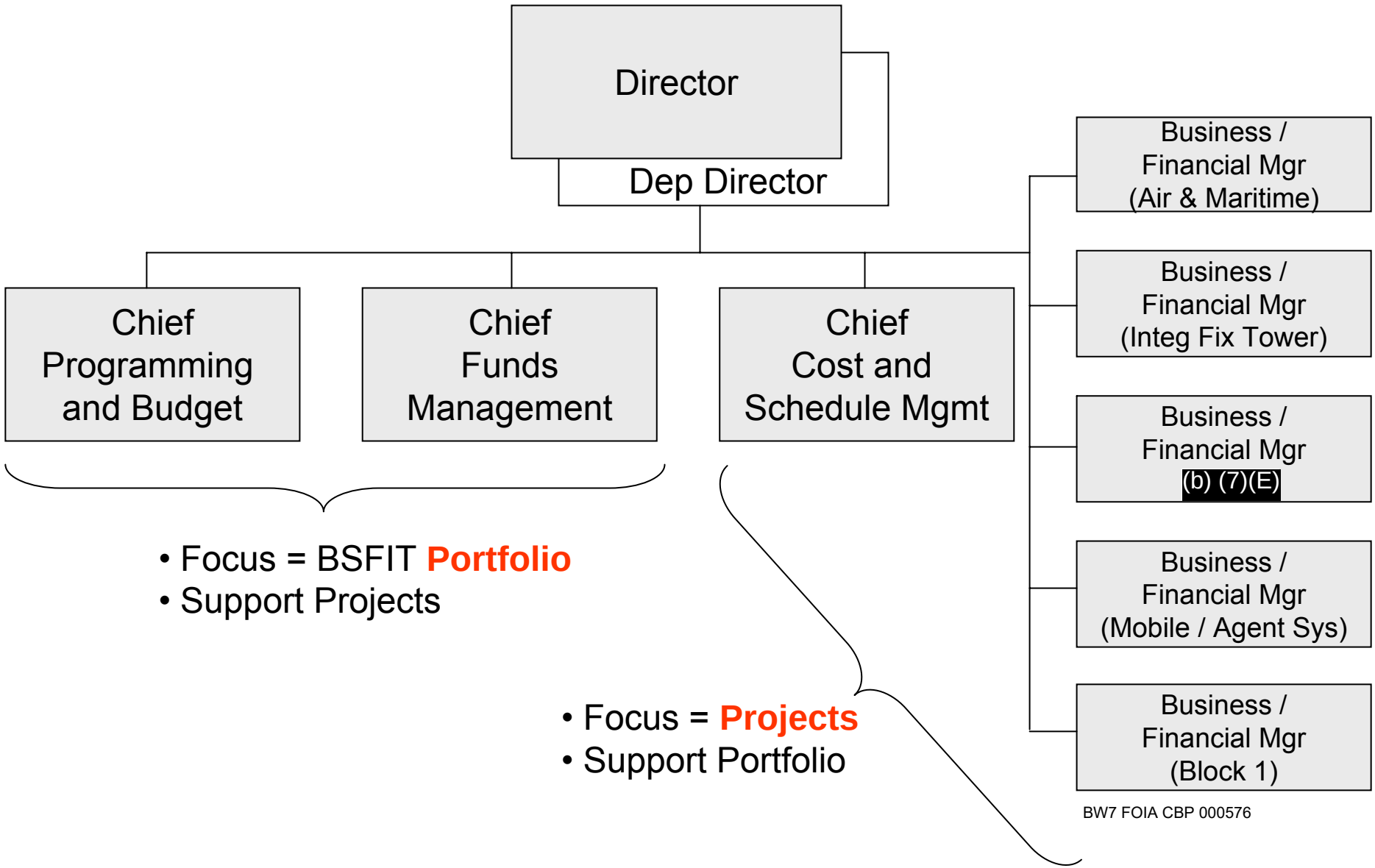
- Lead and administer OTIA's fiscal management systems, processes, and products
- Enhance PMs success through disciplined project baselining, assessment, and control
- Demonstrate continuous improvement with measured results

Imperatives

- Decentralize – Set budget/funds management with PMs
- Ownership – BOD success = PMO projects' success
- Transparency – Budget, funding decisions in "daylight"

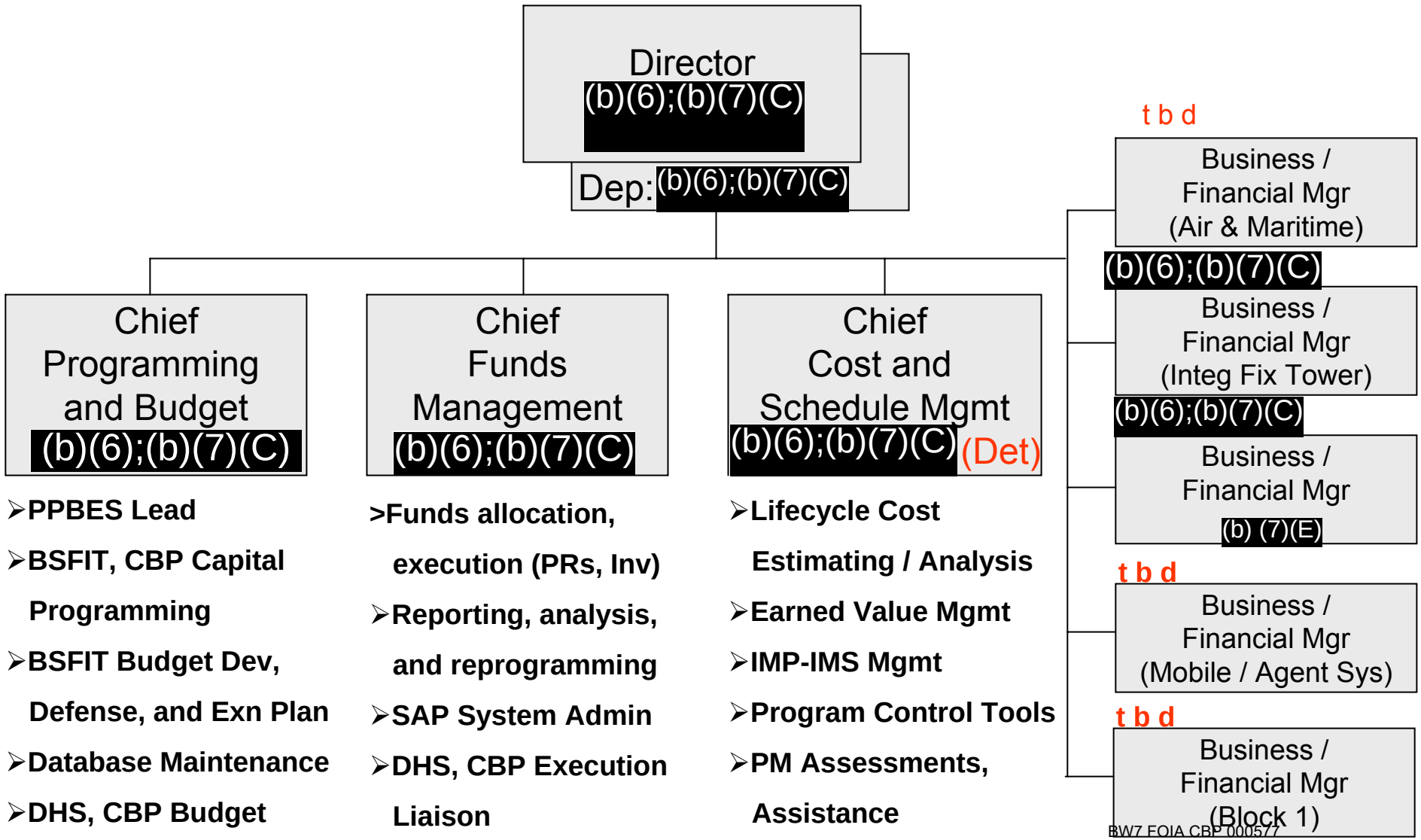
BW7 FOIA CBP 000575

PMO Biz Ops – Proposed Organization



BW7 FOIA CBP 000576

PMO Biz Ops Organization



- **PPBES Lead**
- **BSFIT, CBP Capital Programming**
- **BSFIT Budget Dev, Defense, and Exn Plan**
- **Database Maintenance**
- **DHS, CBP Budget Liaison**

- **>Funds allocation, execution (PRs, Inv)**
- **Reporting, analysis, and reprogramming**
- **SAP System Admin**
- **DHS, CBP Execution Liaison**

- **Lifecycle Cost Estimating / Analysis**
- **Earned Value Mgmt**
- **IMP-IMS Mgmt**
- **Program Control Tools**
- **PM Assessments, Assistance**

BW7 FOIA CBP 000577

Business / Finance Managers

Accountable manager to the PM for—

- Project baselines, including
  - Work Breakdown Structure(s), linked to
  - Work plans (IMP), linked to
  - Schedules (IMS), linked to
  - Cost estimates and time-phased budgets

  } Components of a Project Acqn Prog Baseline (APB)
  - Associated business risks and mitigation efforts
- PPBES Input, e.g., RAP, RAD, Budget, Spend Plans,
- Program assessment and reporting
  - Progress vs. Planned
  - Mgmt reporting (nPRS, OTIA reviews, etc)
  - Change control (programmatic baseline)
- Contract financial execution: PRs, POs, Invoicing, performance reporting
- Acquisition planning and procurement support docs

BW7 FOIA CBP 000578

BOD Near-Term Priorities

- Complete Reorganization
  - Personnel Re-alignments, Fill “TBDs”
  - PMO Integration and “Battle Rhythm”
  - Performance Plans, Supervisor Discussions
- Portfolio Reset → BSFIT Capital Investment Projects database
  - FY10/11 Funds Allocation
  - Detailed Execution Plans for revised OTIA plans
  - OMB Exhibit 300 Reset (must be sync’d with desired nPRS structure)
- BOD Key Process Development, Documentation
- CBP-wide Capital Programming Process Responsibilities - tbd
- Pending GAO Report—Improper Payments? Invoicing?
- TUS-1, AJO-1 Final Asset Disposition

Border Security Fencing Infrastructure and Technology (BSFIT)

Financial Picture

BSFIT Budget Track

$ in Millions	FY10	FY11	FY12	FY13	FY14	FY15	FY16
FY11-15 RAD (08/09)	**800.0**	**574.9**	**588.3**	**602.8**	**617.6**	**632.6**	**-----**
FY11 Pres. Budget (02/10)		**(.7)**					
Border Security Supp TACCOM Increase	14.0						
Border Security Supp Tech Rescission	**(100.0)**						
FY12-16 RAD (08/10)			**(95.2)**	**(100.9)**	**(106.6)**	**(112.5)**	**529.4**
FY12 Passback (12/10)			**(54.1)**				
FY12 Pres Budget	**714.0**	**574.2**	**439.0**	**501.9**	**510.9**	**520.1**	**529.4**
Delta	**(100.0)**	**(.7)**	**(149.3)**	**(100.9)**	**(106.6)**	**(112.5)**	

BW7 FOIA CBP 000581

Current BSFIT FY10-16 Funding
(FY13-16 Based on Final DHS RAD)
$ in Millions

PPA	FY10	FY11	FY12	FY13	FY14	FY15	FY16
BSFIT PM	92.0	69.2	59.6	68.5	68.1	67.7	61.0
BSFIT D&D	438.0	379.0	240.0	278.7	253.3	239.3	235.8
BSFIT O&M	170.0	126.0	139.4	154.7	189.4	213.1	232.6
BSFIT Total	**700.0**	**574.2**	**439.0**	**501.9**	**510.9**	**520.1**	**529.4**
Border Tech D&D	235.9	314.0	200.0	238.7	213.3	199.3	195.8
Border Tech O&M	92.4	42.0	64.4	73.7	92.4	110.1	121.6
Border Tech Total	**328.3**	**356.0**	**264.4**	**312.4**	**305.8**	**309.4**	**317.4**
TACCOM D&D	51.0	40.0	40.0	40.0	40.0	40.0	40.0
TACCOM O&M	2.6	9.0	13.0	17.0	31.0	35.0	41.0
TACCOM Total	**53.6**	**49.0**	**53.0**	**57.0**	**71.0**	**75.0**	**81.0**
TI D&D	151.1	25.0	0.0	0.0	0.0	0.0	0.0
TI O&M	75.0	75.0	62.0	64.0	66.0	68.0	70.0
TI Total	**226.1**	**100.0**	**62.0**	**64.0**	**66.0**	**68.0**	**70.0**

FY11 Budget Status

- Congress unable to complete FY2011 DHS Appropriations bill
  - Currently under Continuing Resolution Authority through March 2011
  - OTIA's CR ceiling pegged to our FY2011 PB request

- Unclear whether we'll see new FY2011 Appropriations bills

Congressional Action Taken	Appropriation ($ in Millions)	Prior Year Rescission ($ in Millions)
President's Budget Submission (02/10)	574.2	0.0
House Appropriations Subcommittee (06/10)	470.0	0.0
Senate Appropriations Subcommittee (07/10)	574.2	0.0
House Full-Year Continuing Resolution (12/10)	574.2	0.0
Senate Consolidated Approp. (Omnibus) (12/10)	***574.2***	***68.0***

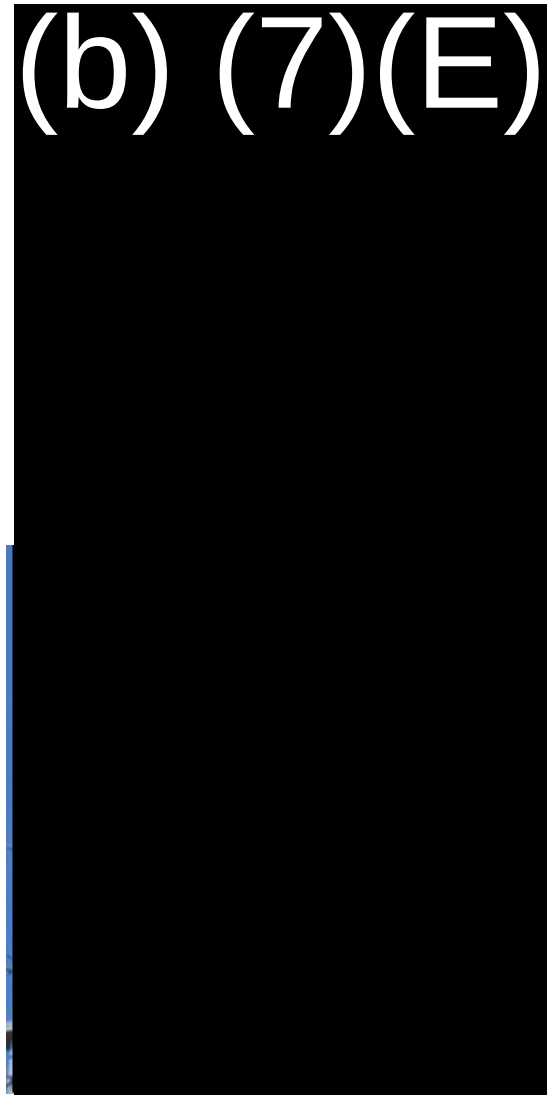
- Carry-over (FY10 and Prior): Tech D&D $94m; Tech O&M $22m; PM $52m

BW7 FOIA CBP 000583

Block 1

Tucson 1 (TUS-1) Status Update

- All towers built and in use. C2 facility completed and in use.
- Systems Acceptance Testing (SAT) conducted during July-August 2010
  - (b) (7)(E)
- Boeing declared RFOT&E 23 September
- Operational Test and Evaluation (OT&E) completed November 2010 – awaiting preliminary results
- We expect to take possession of the system from Boeing Jan 2011. At that time Border Patrol will assume full control of the system
- Border Patrol using system for Early Ops since Feb 2010
  - Led to (b) (7)(E) apprehensions (As of 25 Dec 2010)
  - Led to the capture of (b) (7)(E) of illegal drugs (As of 25 Dec 2010)



AJO-1 Status Update

- All towers built and in use. C2 facility completed and in use.
- Remaining construction:
  - Grid Power hook-up for (b) (7)(E) - to be completed Mar 2011
  - Completion of impound lot at (b) (7)(E) POE – to be completed Jan 2011
  - Remediation of site on (b) (7)(E) – to be completed Mar 2011
- Systems Functional Test completed in October 2010 in lieu of Systems Acceptance Test
  - System Functionality and Sensor Fusion demonstrated successfully
- Boeing declared RFOT&E 16 December. No operational test and evaluation to be conducted at this time
- We expect to take possession of the system from Boeing in Feb 2011. At that time Border Patrol will assume full control of the system
- Border Patrol using the system for Early Ops since the end of August 2010
  - Led to (b) (7)(E) apprehensions (as of 25 Dec 2010)
  - Led to (b) (7)(E) of marijuana seized (as of 5 Dec 2010)

(b) (7)(E)

Block 1 Status

SSTO merged ILS on 2 December 2010

Assumptions for the future:

- No new deployments of Block 1 System
- TUS-1 and AJO-1 O&M efforts ONLY past March 2011
- New Operations and Maintenance Task Order (OMTO) to be awarded by end of March 2011
- Period of Performance (POP): 12 Month Task Order with 6 month Priced Option (total 18 months through FY12)
- Proposed Contract Type: FPIF

- System Changes to be started under SSTO prior to April 2011:
  - Laser Illuminator ECP and Radar controls ECP (Boeing funded)
  - Maintenance Laptop (MLT) ECP
  - UGS upgrade ECP
  - New Block 1 S/W Build ECP (TBD)
  - Grid Power ECP (ISEA vs. Boeing)

Integrated Fixed Towers

(b)(6);(b)(7)(C)

Advanced Wireless Services (AWS) Spectrum Relocation - Overview

Segment	Description	NEED (0, 1)	ANALYZE SELECT (2A)	OBTAIN (2B, 3)	PRODUCE DEPLOY SUPPORT
Advanced Wireless Services (AWS) - Phase II, (b) (7)(E) Upgrade	Microwave Spectrum Relocation			★	
Advanced Wireless Services (AWS) - Phase II, (b) (7)(E) Upgrade				★	

- Level 3 acquisition ((b)(3) Lifecycle Cost)
  - **Legacy System Upgrade**
  - (b)(3) **Awarded from OMB for AWS Spectrum Relocation**
    - **Phase I -** (b)(3)
    - **Phase II -** (b)(3)
    - **ILS & PM Support -** (b)(3)
- Current Status: Adjusting scope due to affordability concerns.
- Acquisition Strategy
  - **Inter-Agency Agreement (IAA) w/ SPAWAR Systems Center, San Diego**
    - **Serco - PM and Installation and Engineering Support**
    - **NAVFAC – Environmental, Real Estate and Construction**

BW7 FOIA CBP 000589

AWS: Revised Strategy

- Major program cost driver is the construction of new towers
  - (b) (7)(E) **and Yuma Sectors** (b) (7)(E) **, Class III Tower Str**

- (b) (7)(E) – Sites (b) (7)(E) from Border will remain at current frequency, however with upgraded DHS security compliant equipment.
  - (b) (7)(E)
    - **Assumption: New program entails additional funds**
    - **CBP is in better position to more accurately estimate construction costs**
- (b) (7)(E) – Provide (b) (7)(E) data path to Sector Headquarters or Station.
  - **AWS towers located within (b) (7)(E) of border are upgraded or brought into (b) (7)(E) specification or replaced**
  - **High bandwidth (video) Requirement**
  - **New Tower Construction**
  - **Anticipated to support Integrated Fixed Tower approach**

BW7 FOIA CBP 000590

Integrated Fixed Towers (IFT): Overview

Segment	Description	NEED (0, 1)	ANALYZE SELECT (2A)	OBTAIN (2B, 3)	PRODUCE DEPLOY SUPPORT
Integrated Fixed Towers	Persistent Awareness of Border Activities			★	

- Level 1 acquisition (>(b)(3) Lifecycle Cost)
  - **DHS Acquisition Directive 102-01 compliant**
- Current Status
  - **Developing tailored Systems Engineering Lifecycle (SELC) plan (COTS/NDI)**
  - **Initial Acquisition Decision Event (ADE): ADE 3**
  - **Current AoA effort will support ADE 3 decision**
- Preliminary Acquisition Strategy
  - **Leverage P-28/Block 1 lessons learned**
  - **No system development; procure COTS/GOTS system**
  - **Conduct near term market survey/request for information (RFI): January**
  - **Competitive award, firm-fixed price, IDIQ contract**
  - **Verify system performance in IOC region selected by OIAD**
  - **May include 'down select' & system demonstrations**

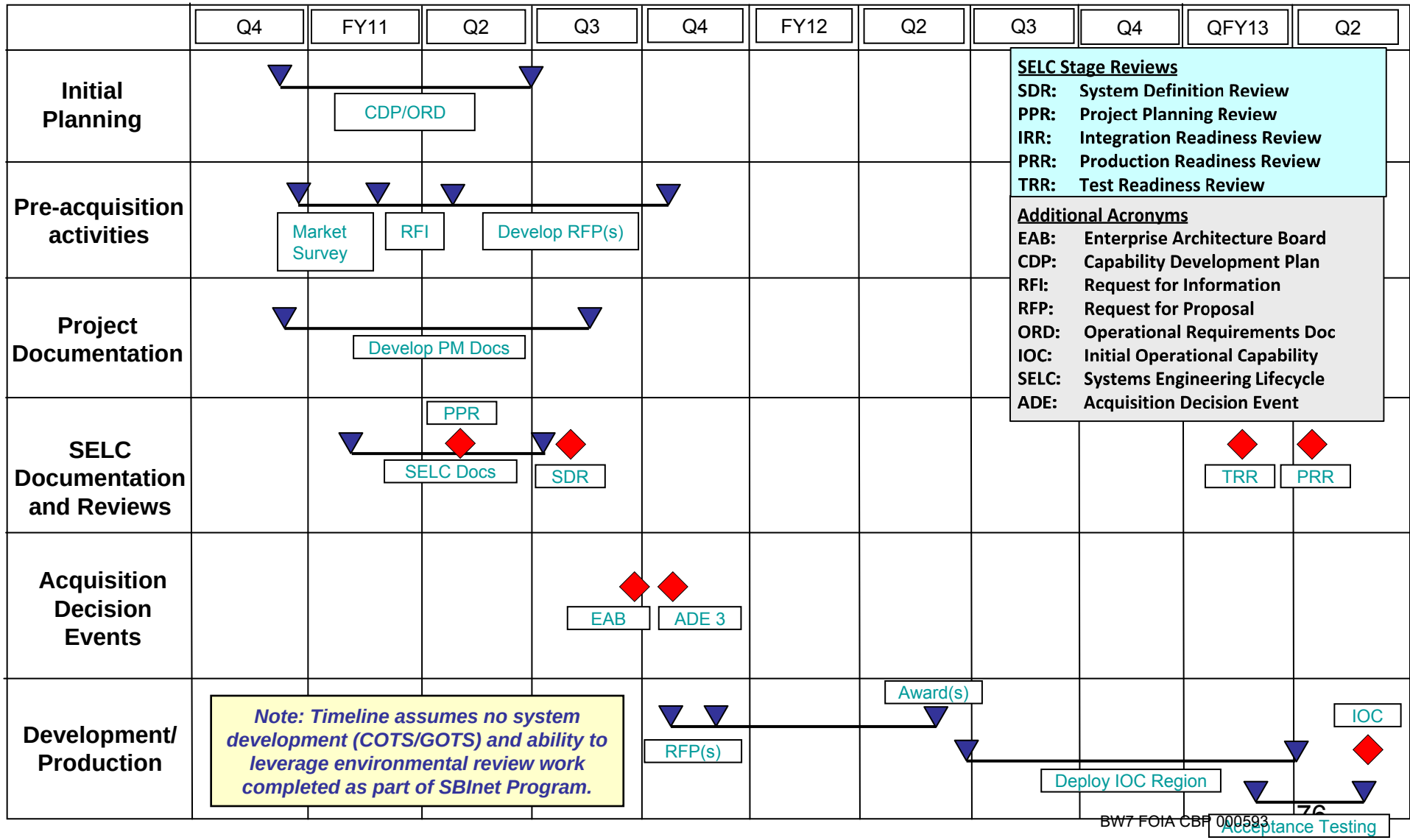
BW7 FOIA CBP 000591

IFT: Initial Focus Areas

- Capability Development Plan (CDP): under review
- Establish & kick off Project IPTs
  - **Operational Requirements IPT**
  - **Project Management IPT**
  - **Tower and Power IPT**
  - **C4STA IPT**
- Market Survey
  - **RFI complete and under review by Contracting – release date TBD**
  - **Industry Day is TBA**
- Operational Requirements Document
  - **Completed initial draft**
  - **Final draft due in March, 2011**

BW7 FOIA CBP 000592

IFT: Preliminary Timeline



BW7 FOIA CBP 000593

Ultra Light Aircraft Detection (ULAD): Overview

Segment	Description	NEED (0)	ANALYZE SELECT (1)	OBTAIN (2A, 2B)	PRODUCE DEPLOY SUPPORT (3)
Ultralight Aircraft Detection	Detect/track low-flying aircraft with small radar cross section			★	

- Level 3 acquisition (< (b)(3) Lifecycle Cost)
  - **Purchase up to (b) (7)(E) [redacted] systems for northern and southern borders**
- Current Status:
  - **Finalizing Source Selection Plan and Request for Proposal (RFP)**
  - **Blue Review scheduled for mid January – approval to release RFP**
- Acquisition Strategy
  - **Non developmental; procure COTS/GOTS system**
  - **Multiple award, firm-fixed price, IDIQ contract; 2-yr base plus 8, 1yr options**
  - **Verify unit performance via Acceptance Test and Evaluation (ATE), ULAD Acceptance Testing (UAT) and operational test event**

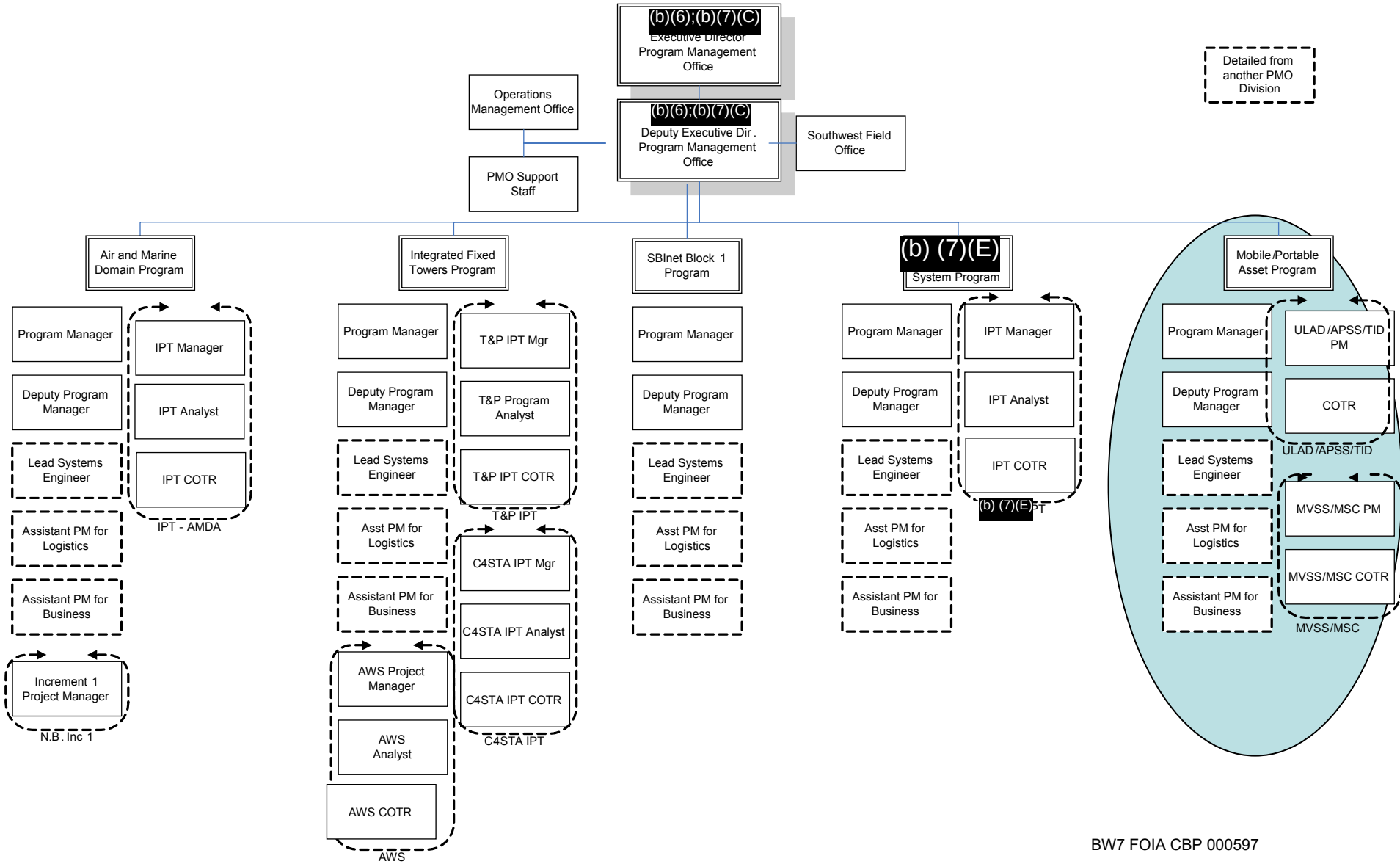
Miscellaneous Projects: Status

- (b) (7)(E)
-
-

Mobile/Portable Asset Program

(b)(6);(b)(7)(C)

Program Portfolio - January, 2011



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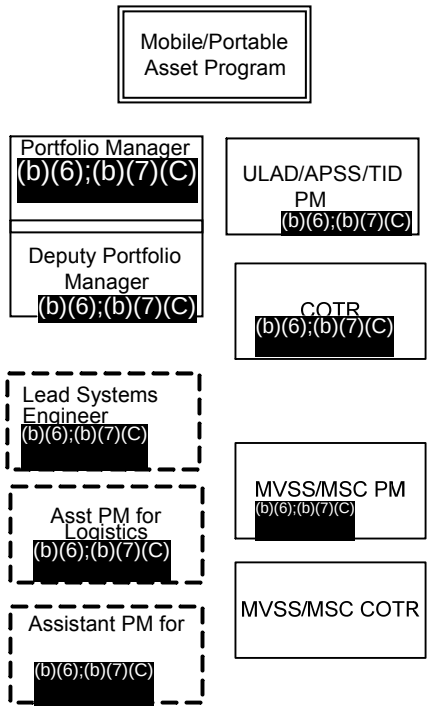

Mobile/Portable Asset Program
Portfolio Manager
(b)(6);(b)(7)(C)
Deputy Portfolio Manager
(b)(6);(b)(7)(C)
ULAD/APSS/TID PM
(b)(6);(b)(7)(C)
COTR
(b)(6);(b)(7)(C)
Lead Systems Engineer
(b)(6);(b)(7)(C)
Asst PM for Logistics
(b)(6);(b)(7)(C)
Assistant PM for
(b)(6);(b)(7)(C)
MVSS/MSC PM
(b)(6);(b)(7)(C)
MVSS/MSC COTR

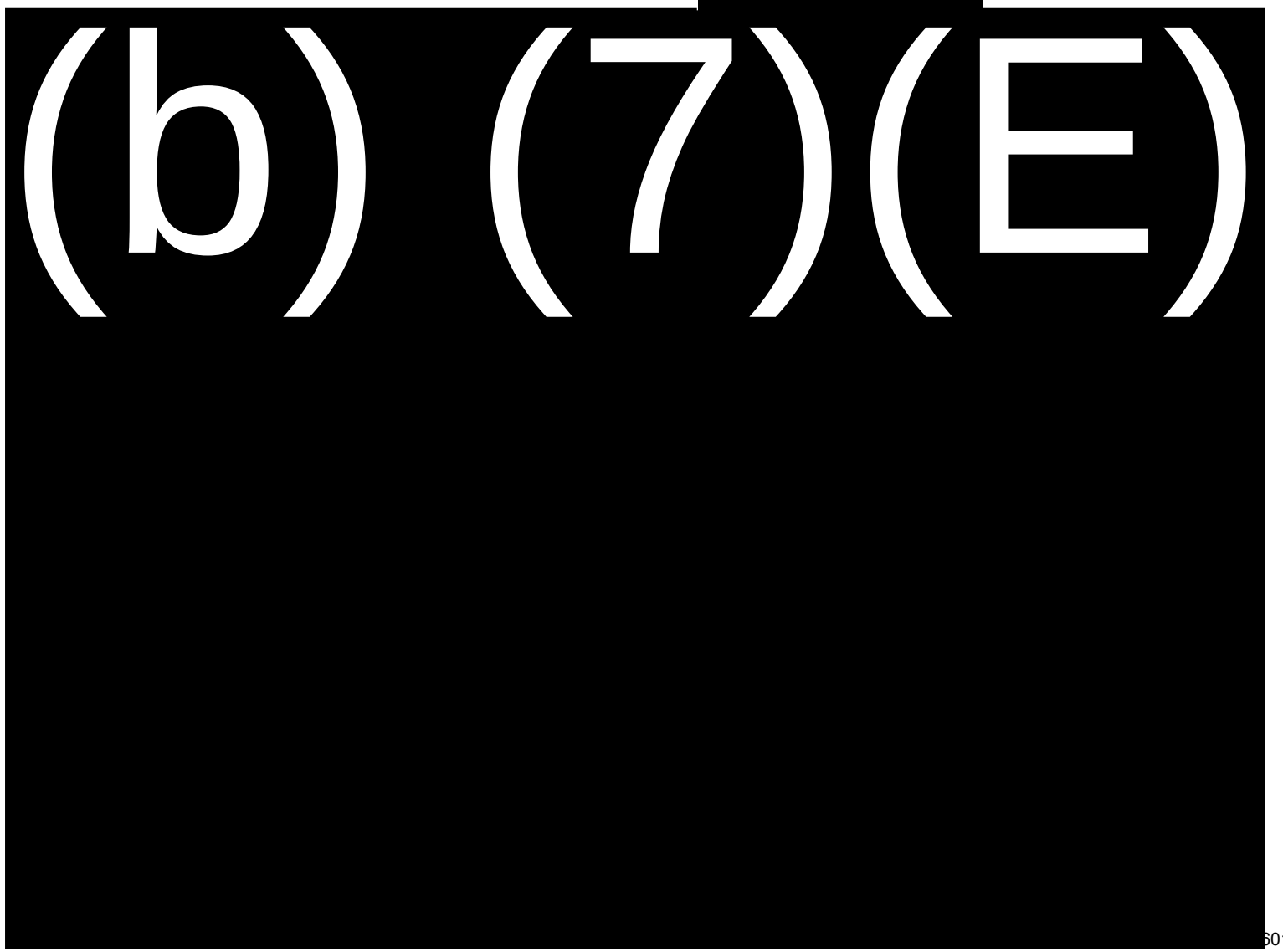
(b) (7)(E) New & Upgrade

January 6, 2011

(b) (7)(E) History

- (b) (7)(E)
- **Originally named** (b) (7)(E)
  (b) (7)(E)
- **Built on northern and southern border**
- **1997-2005**
- (b) (7)(E) **towers nationwide**
- (b) (7)(E)
- (b) (7)(E)

Current (b) (7)(E)



(b) (7)(E) Status

(b) (7)(E)

Structural Assessment currently underway – Initial Findings

(b) (7)(E)

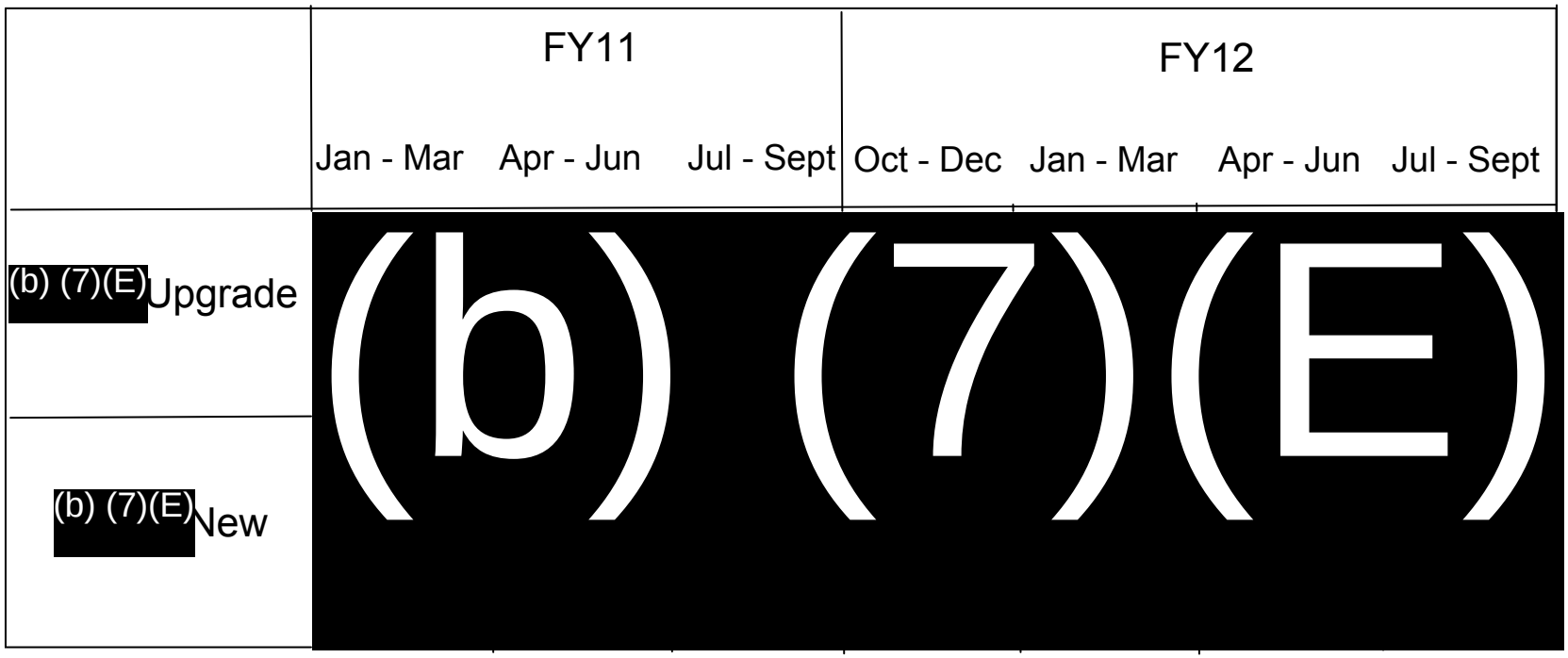
Background - SBInet AoA

- AoA (Phase 1A) provided proposed Arizona Technology Deployment Plan for Arizona border to support decision-making
  - Focus Area 1 ((b) (7)(E))
    - (b) (5)
  - Focus Area 2 ((b) (7)(E))
    - (b) (5)
  - Focus Area 3 ((b) (7)(E))
    - (b) (5)
  - Focus Area 4 ((b) (7)(E))
    - (b) (5)
  - **Total (b) (7)(E) from AoA**
    - (b) (5)

Recommended Arizona Border Technology

(b) (5)

(b) (7)(E) Schedule



- Target RFP Release

- Estimated Contract Award

- Estimated Delivery/Deployment Period

ASSUMPTIONS for [redacted]

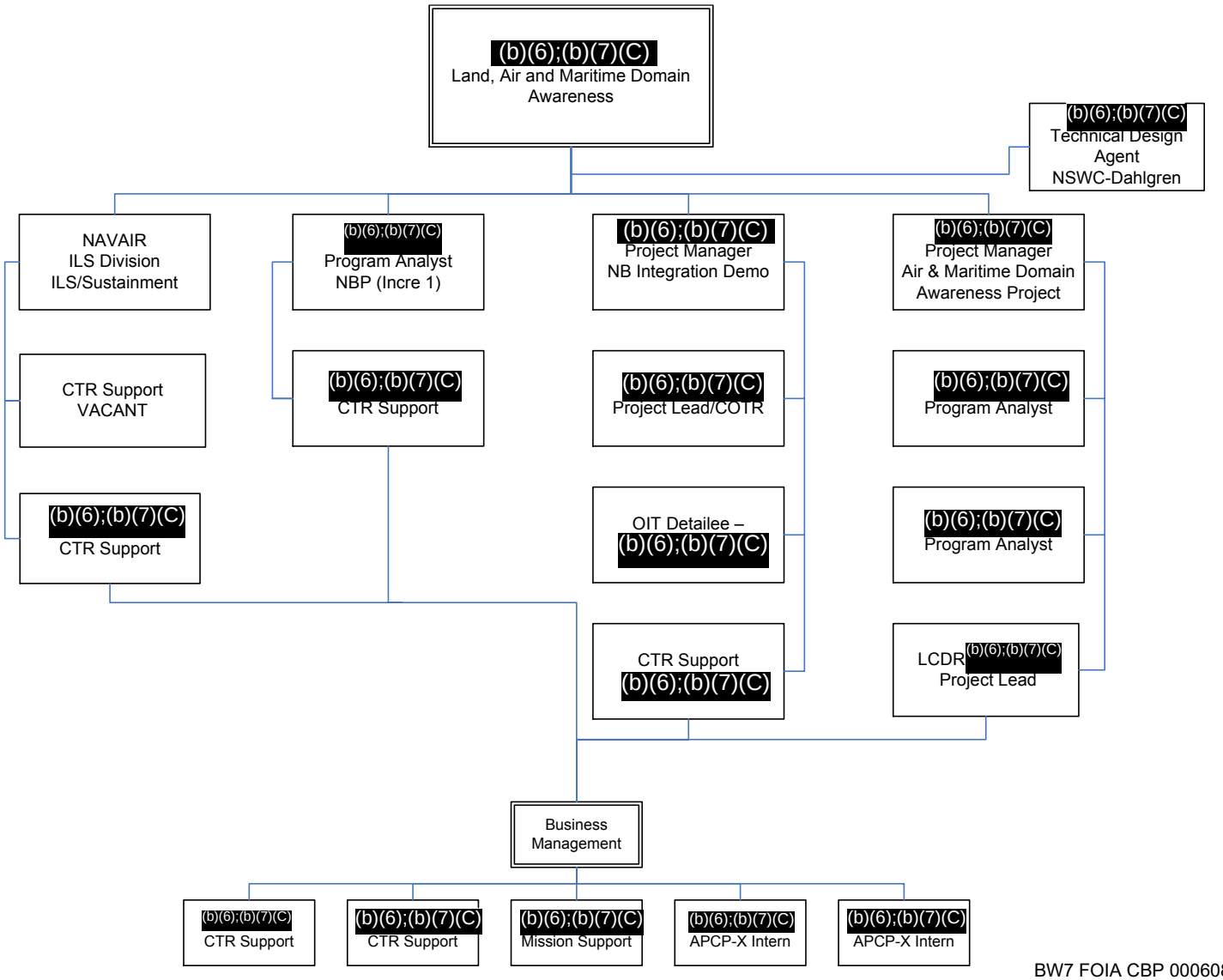
- Acquisition Strategy
  - COTS (no development)
  - FFP
  - Combined RFP for Upgrade & New (preferred)
- Full C&A will be required (encryption)
- Upgrade/New [redacted] will include
  - [redacted]

7 FOIA CBP 000606

Land, Air and Maritime Systems

(b) (7)(E)

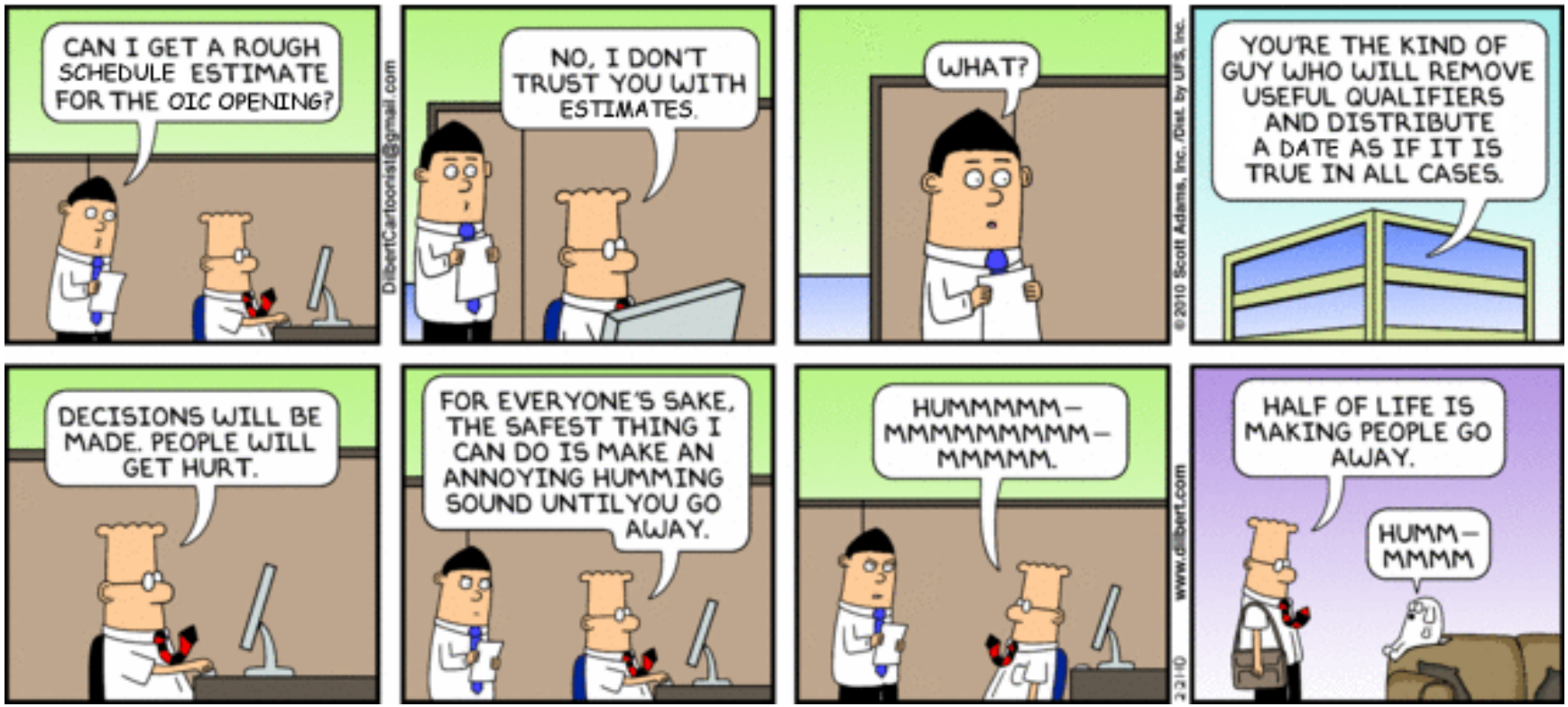
Organizational Chart



BW7 FOIA CBP 000608

Dilbert

BY SCOTT ADAMS



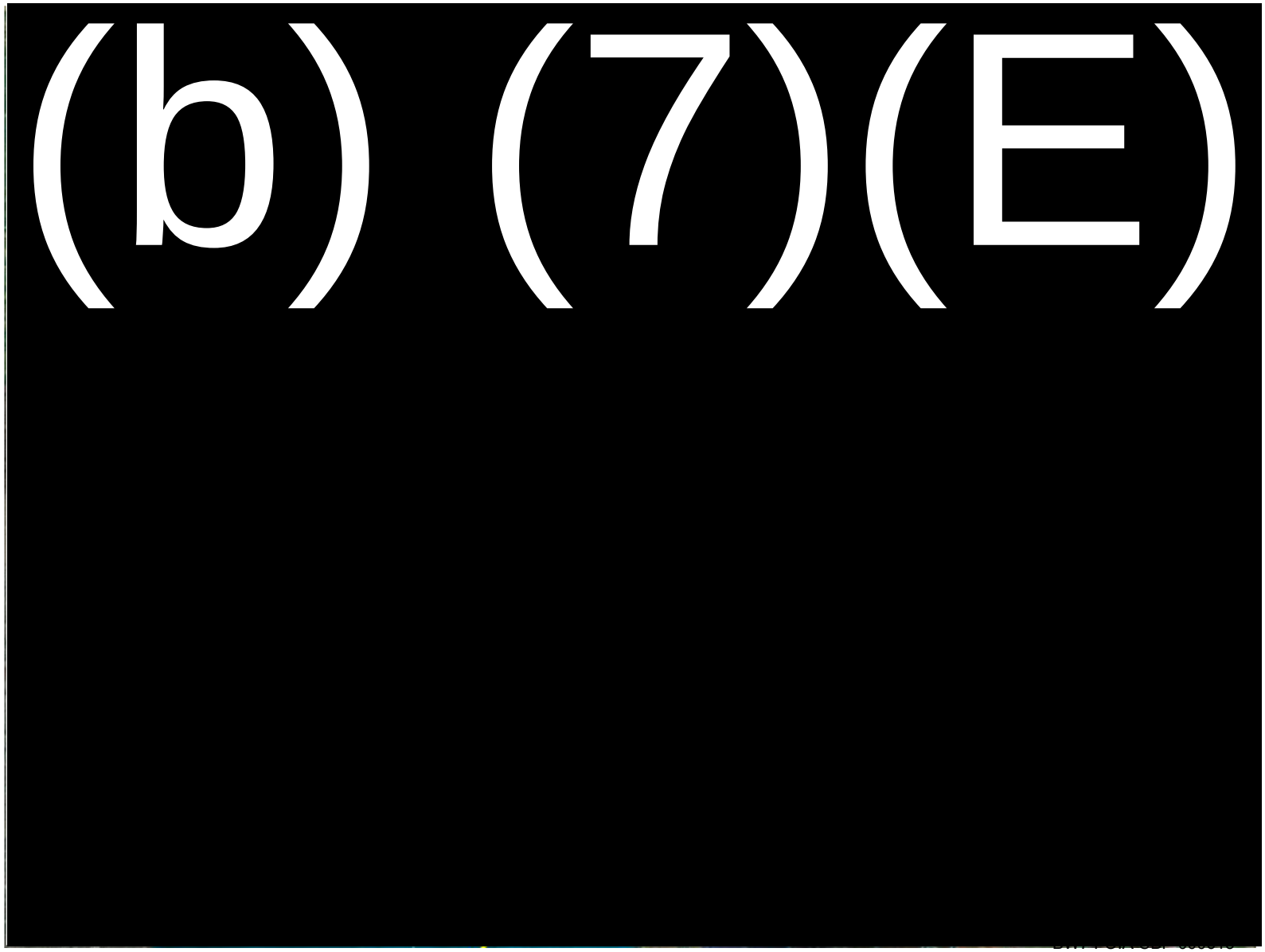
Northern Border Project

Northern Border Project (NBP)

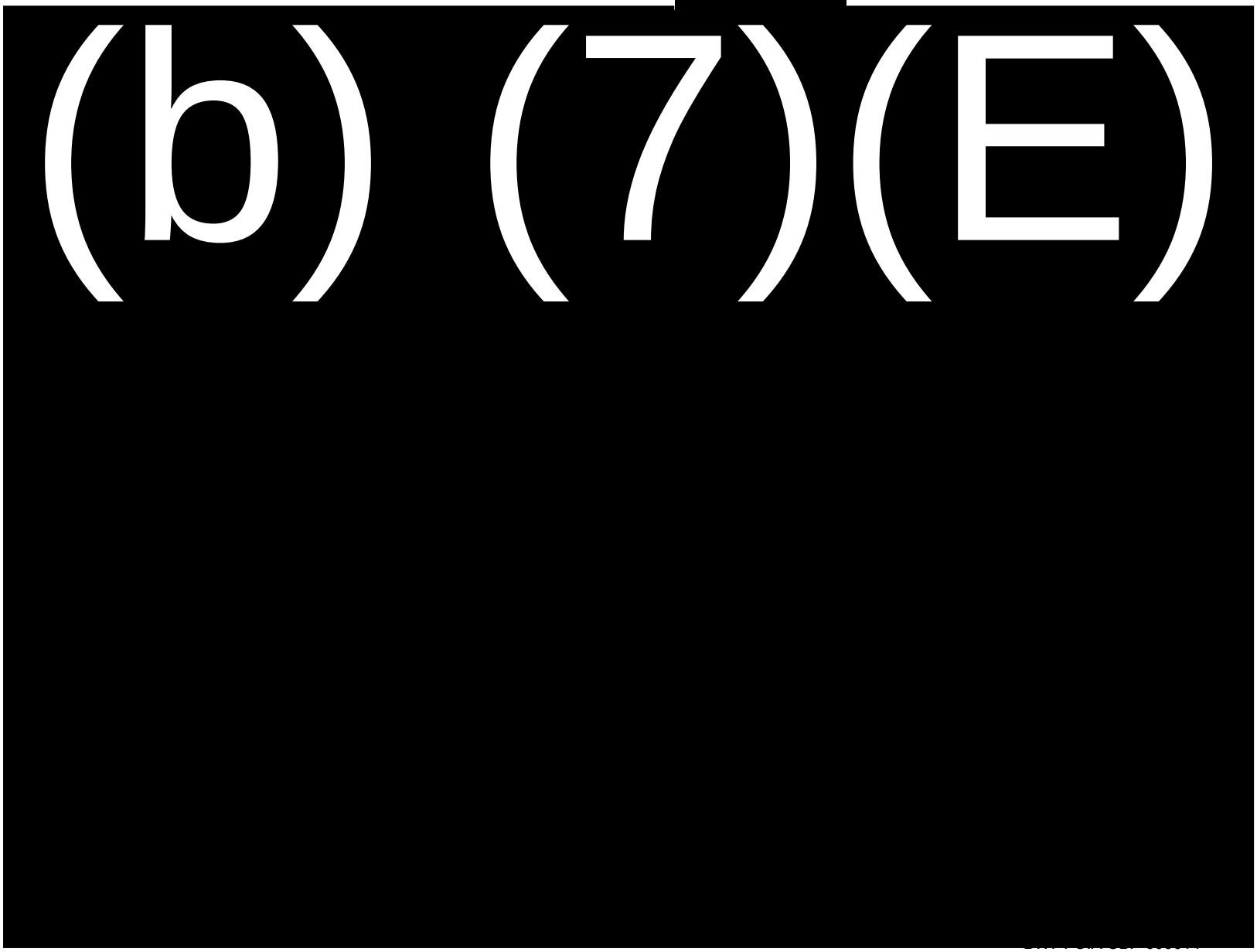
(b) (7)(E)

(b) (7)(E)

Detroit Sector (b) (7)(E) Sites



Buffalo Sector (b) (7)(E) Sites



Northern Border Integration Demonstration

BW7 FOIA CBP 000615

Northern Border Integration Demonstration (NBID)

Capability	Description
Operational Integration Center (OIC)	The establishment of the OIC capabilities to support developmental efforts with Hanscom Air Force Base (HAFB) / MIT, National Air & Space Intelligence Center (NASIC), System Engineering Solution Inc. (SESI)/Old Dominion University (ODU), Air and Marine Operation Center (AMOC), Office of Information Technology (OIT), and others
OIC – Facility Construction	The construction of the OIC Facility at (b) (7)(E)
(b) (7)(E)	(b) (7)(E)
Tactical Communications Program [OFO]	Dual Band Radios to improve communications and situational awareness to the Offices of Border Patrol, Air and Marine, Field Operations, and OIC partners
Sensor Infrastructure	RADAR capabilities to the (b) (7)(E) tower site and the (b) (7)(E) site
Situational Awareness System (SAS) (NSWCDD – Technical Design Agent	Interagency Agreement (IAA) with the Technical Design Agent, Naval Surface Warfare Center-Dahlgren Division (NSWCDD), to develop and deploy the Collaboration Network (CN) and Law Enforcement Technical Collection (LETC) system development and implementation
Monitor and Surveillance Approved Requirements (SAS)	Several surveillance requirements to include Common Situational Display (CSD aka Video Wall), Network equipment and circuits (HSDN, USCG, AMOC, OneNet), and Geospatial Information System (GIS) support.
(b) (7)(E)	Software developed (b) (7)(E)
Air & Marine Sensors (Downlink)	Aircraft video downlink capabilities for the (b) (7)(E) for mission critical video surveillance
Mobile Surveillance Systems	Up to (b) Mobile Surveillance Capabilities (MSC) to priority locations in the NB (b) (7)(E)
Law Enforcement Technical Collection (LETC)	IAA with NSWCDD in collaboration with SPAWAR San Diego for the LETC system implementation
Video Exploitation	(b) (7)(E)
Management Reserve for Emerging Threats	Unknown risks/requirements (emerging threats)

BW7 FOIA CBP 000616

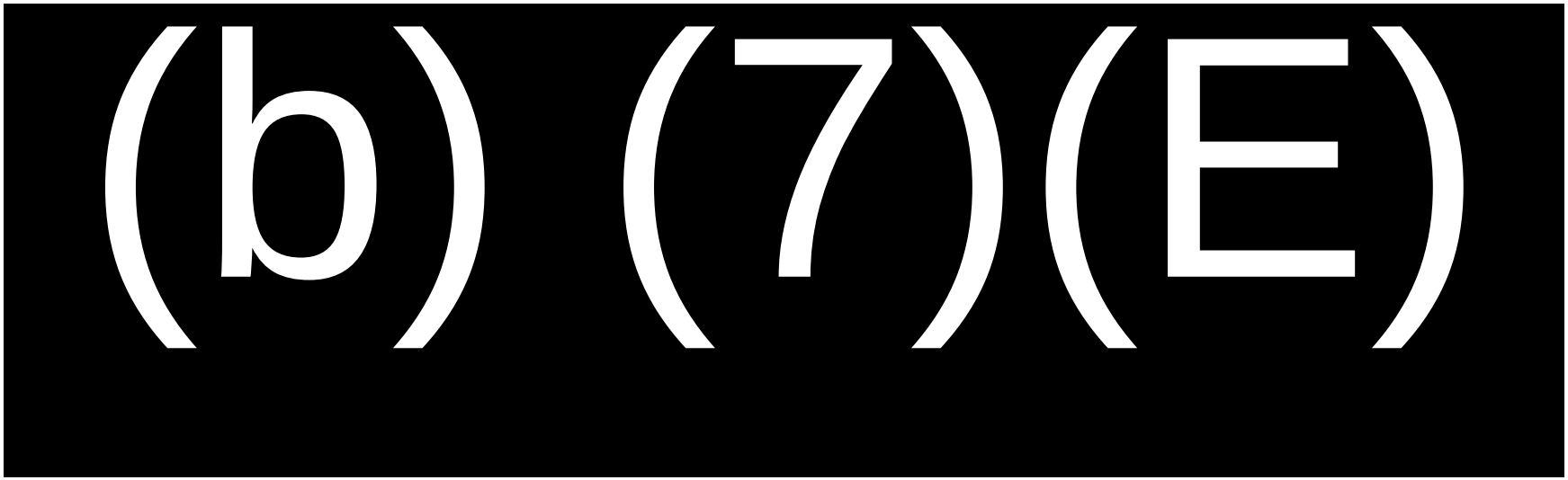
Operations Integration Center

(NBID)

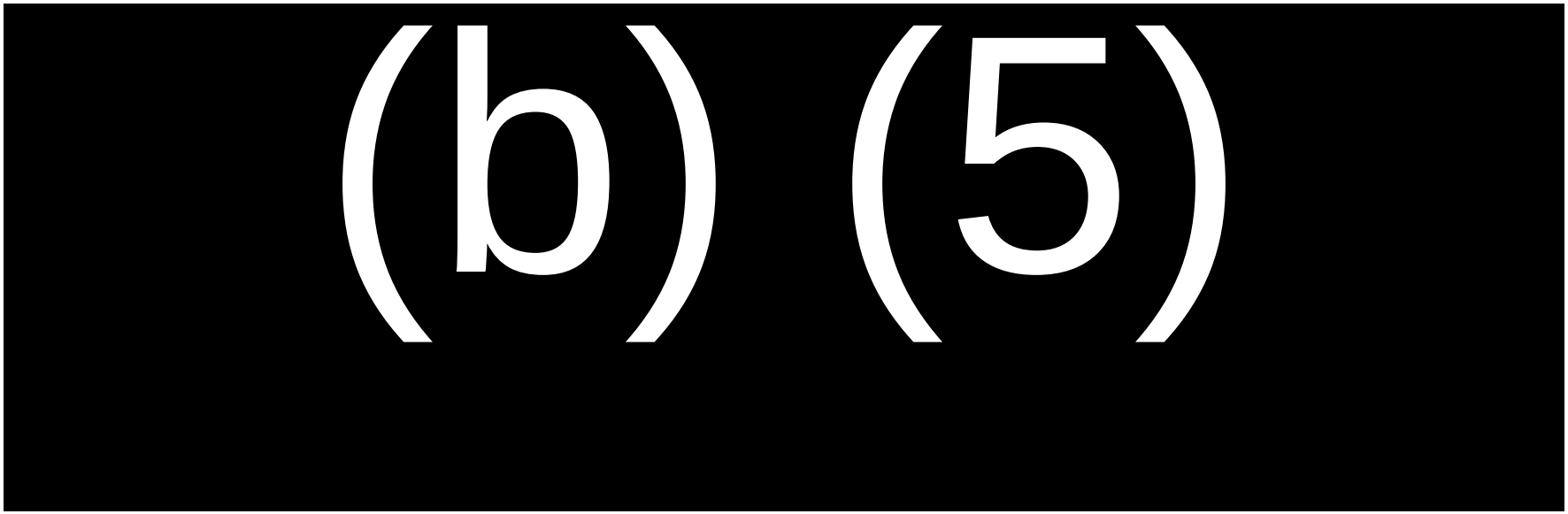
BW7 FOIA CBP 000617

Original Building Structure

Original Building Floor Plan

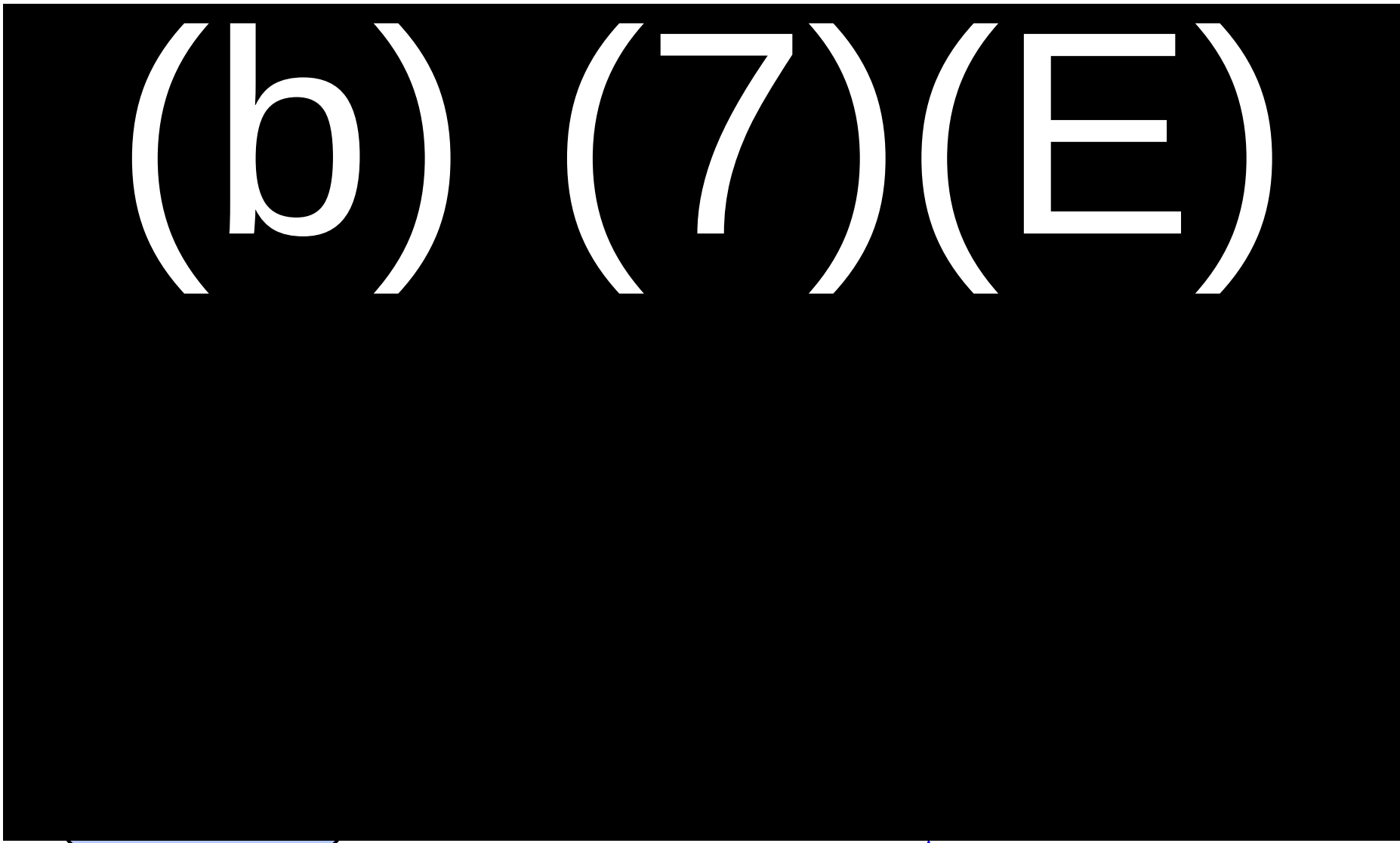


Floor Plan for OIC



Design Notice to Proceed Issued on 2/3/2010

OIC Functionality & Stakeholders



★- *New capabilities provided by NBID*

BW7 FOIA CBP 000621

Humble Beginnings…

Exterior on March 18, 2010

Interior on March 18, 2010

OIC Building Abatement

BW7 FOIA CBP 000623

Demolition Start after Abatement

Notice to proceed (NTP) for Abatement & Demolition Issued 03/3/2010

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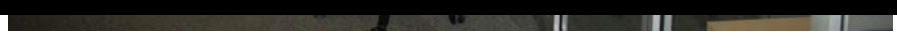
Demolition of Interior

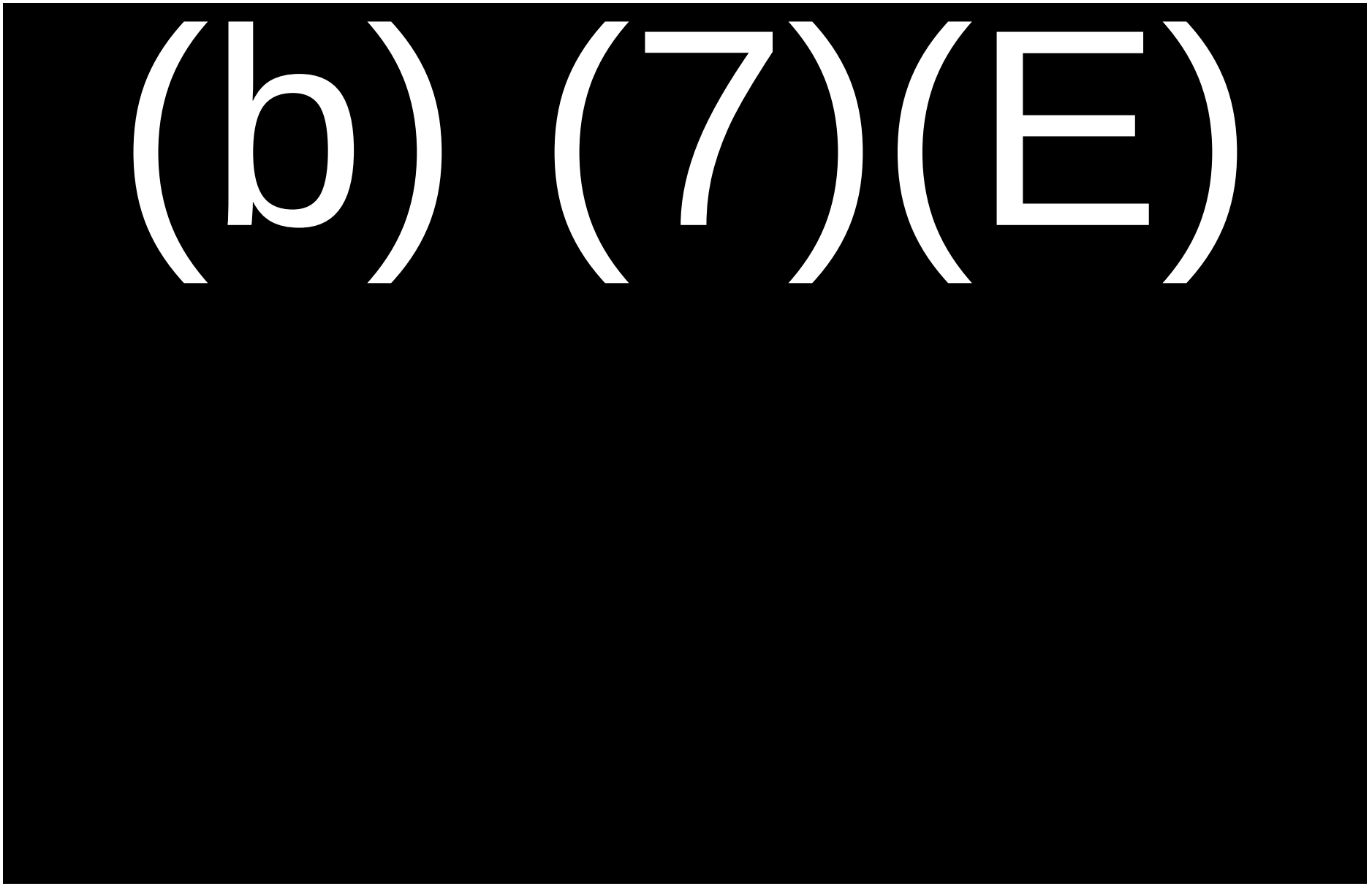
OIC Building Exterior

OIC Building Interior

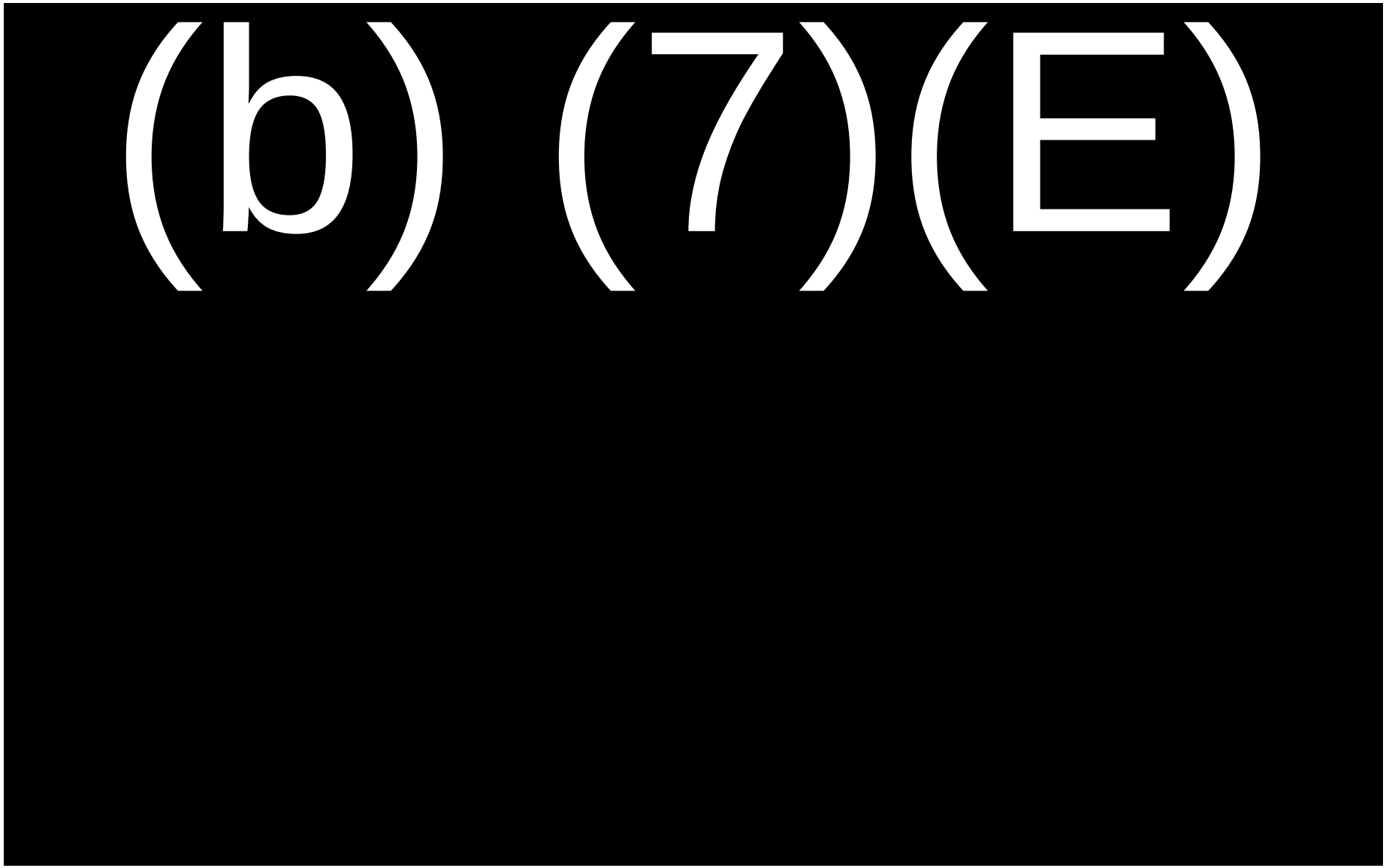
(b) (7)(E)



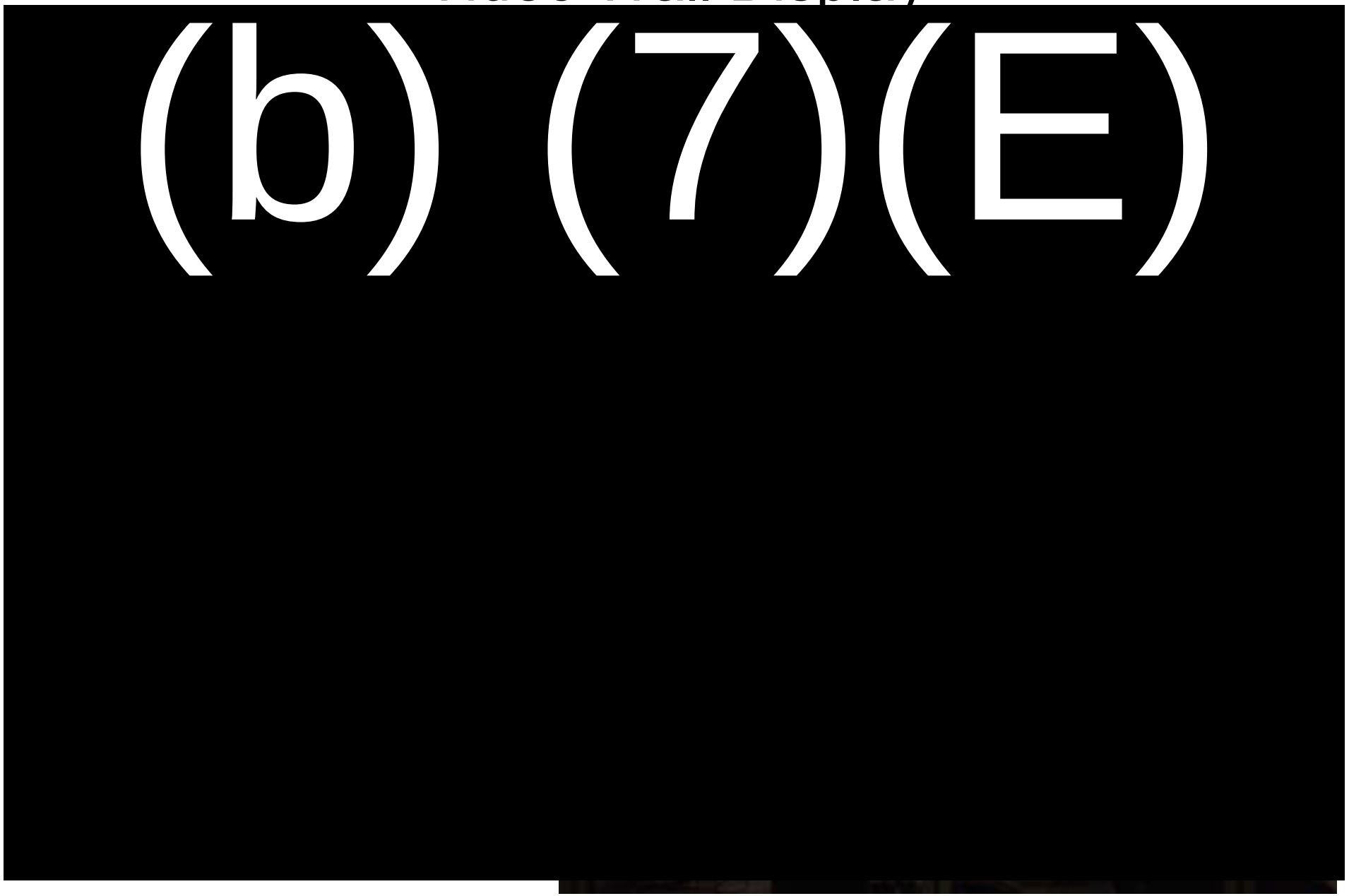
Video Wall Installation



Video Wall Installation Continued



Video Wall Display



OIC Offices - BEFORE

BW7 FOIA CBP 000631

OIC Offices - AFTER

OIC Director's Office

Deputy OIC Director's Office

Conference Room

HSDN Room

Large Conference Room

The Necessities

Latrines

Grub Station

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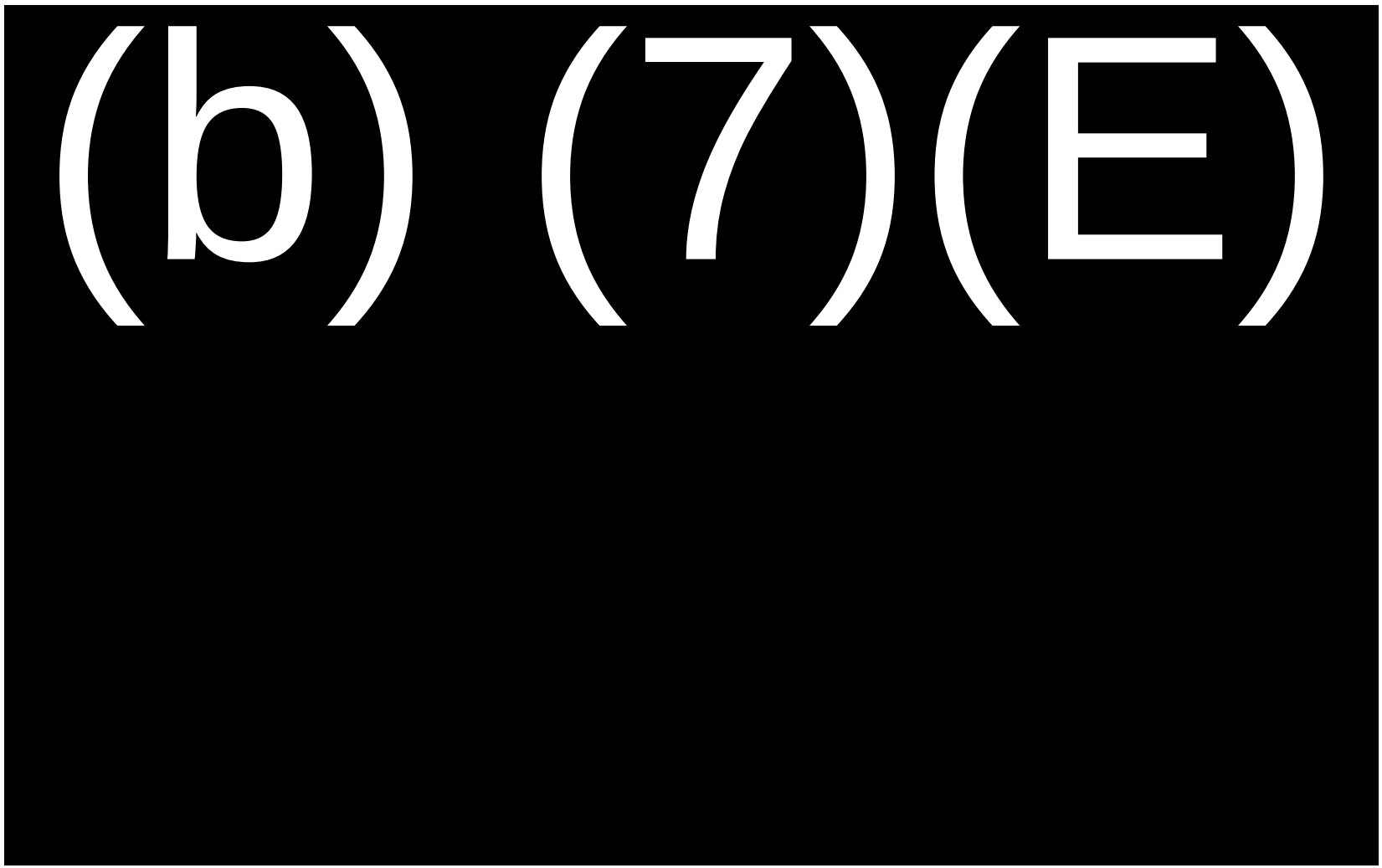
Vista Radar
(NBID)

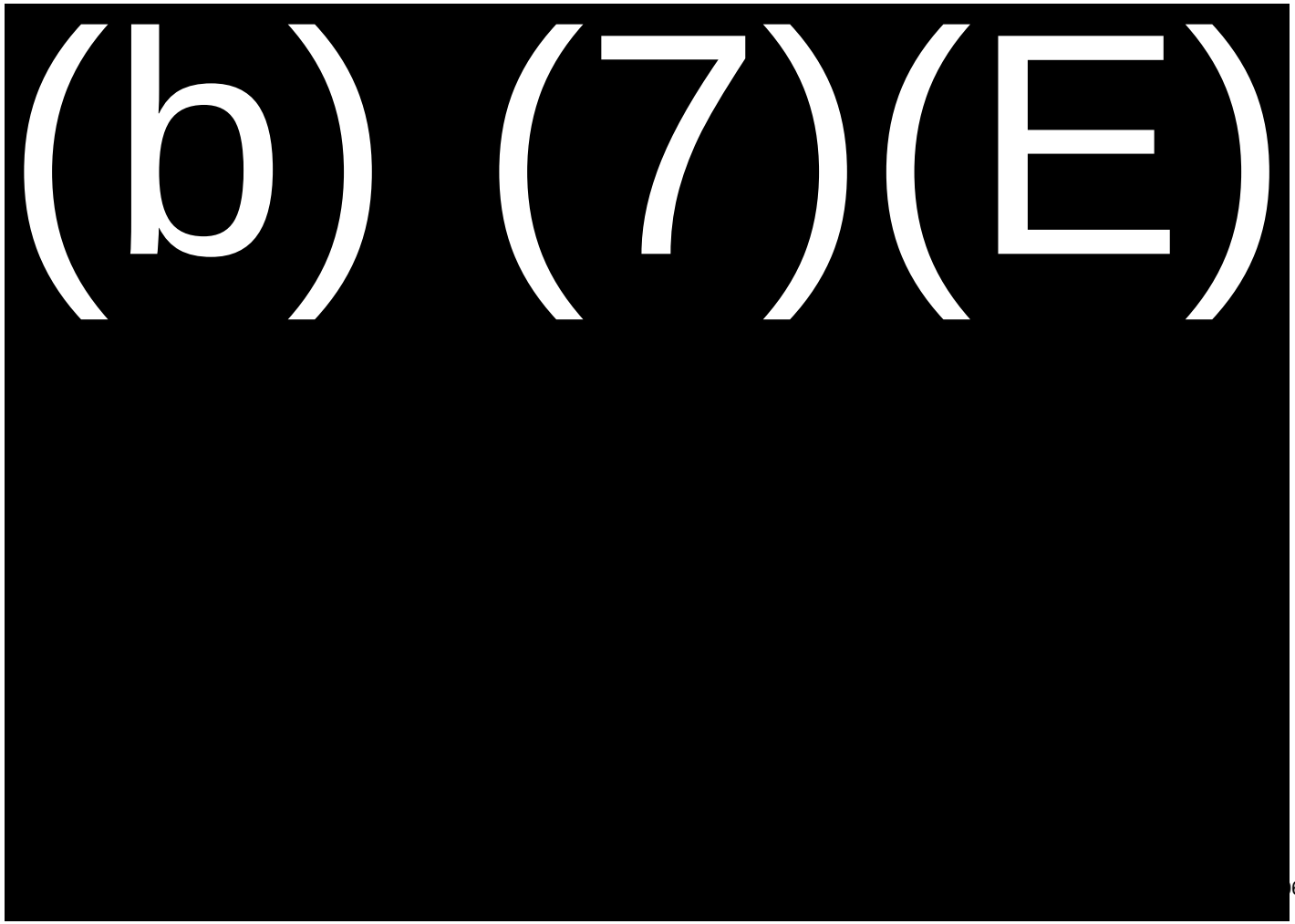
Vista Radar Screen Shot

(b) (7)(E)



Vista Radar Screen Shot

(b) (7)(E)



Air & Maritime Domain Awareness

BW7 FOIA CBP 000639

Air and Marine Domain Awareness (AMDA)

Capability	Description
Northern Border Environmental Impact Statements	Complete regional EISs for future deployments
Operational Integration Center	Provides for one year of O&M for the OIC
Low Flying Aircraft Surveillance	Combination of ULAD radar and collaboration with DHS S&T for other technologies
Combined Agency Security Centers (CASCs)	Provides O&M support and limited tech refresh in Seattle Field Office POEs
Maritime RADAR	Commercially available maritime radar for Buffalo AOR
Aircraft Video Data Link	Procure [redacted] video downlink stations
Law Enforcement Technical Collection	Utilize SPAWAR San Diego as Technical Design Agent to develop LETC Database
Ku Band Satellite Backhaul	Proof of concept in Air and Marine P-3

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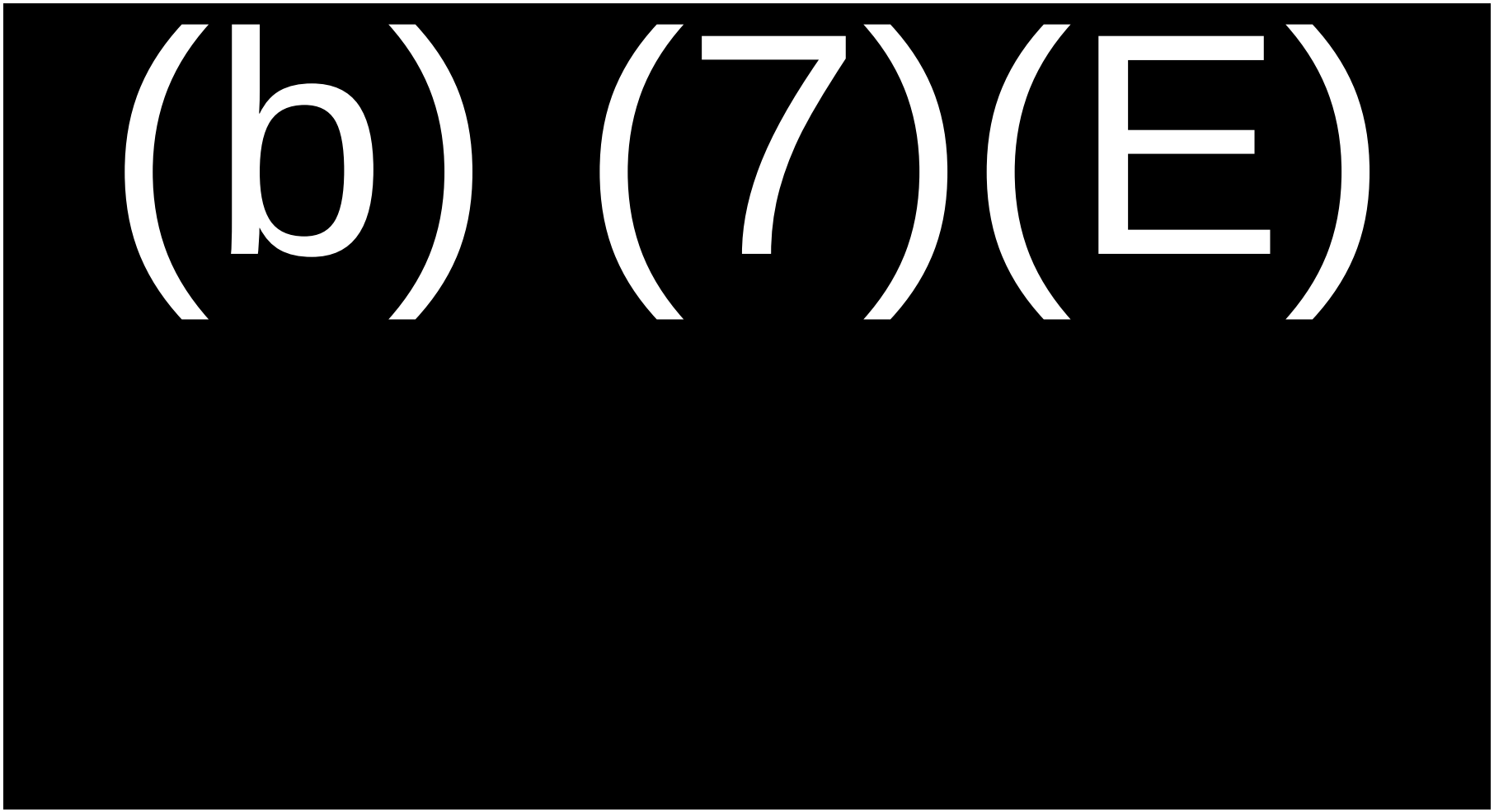
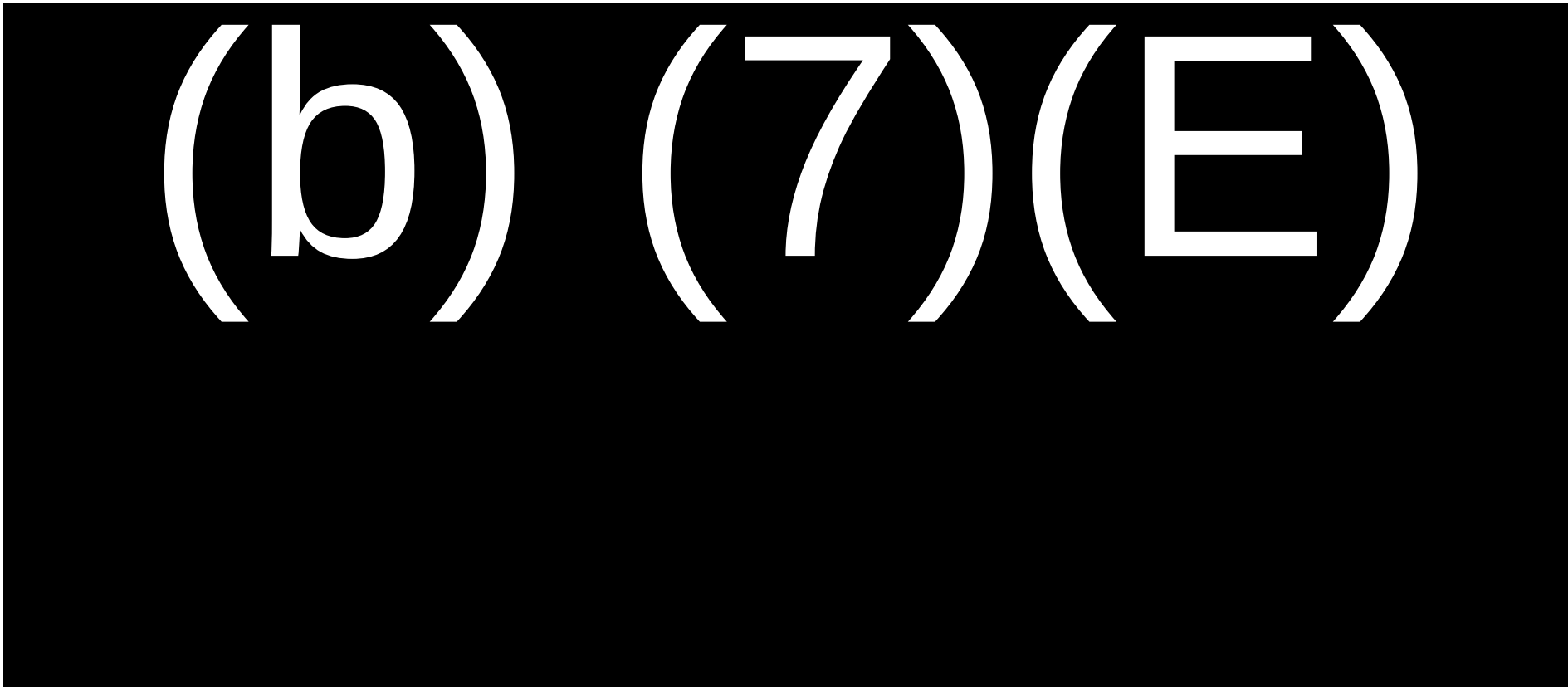
Maritime Radar

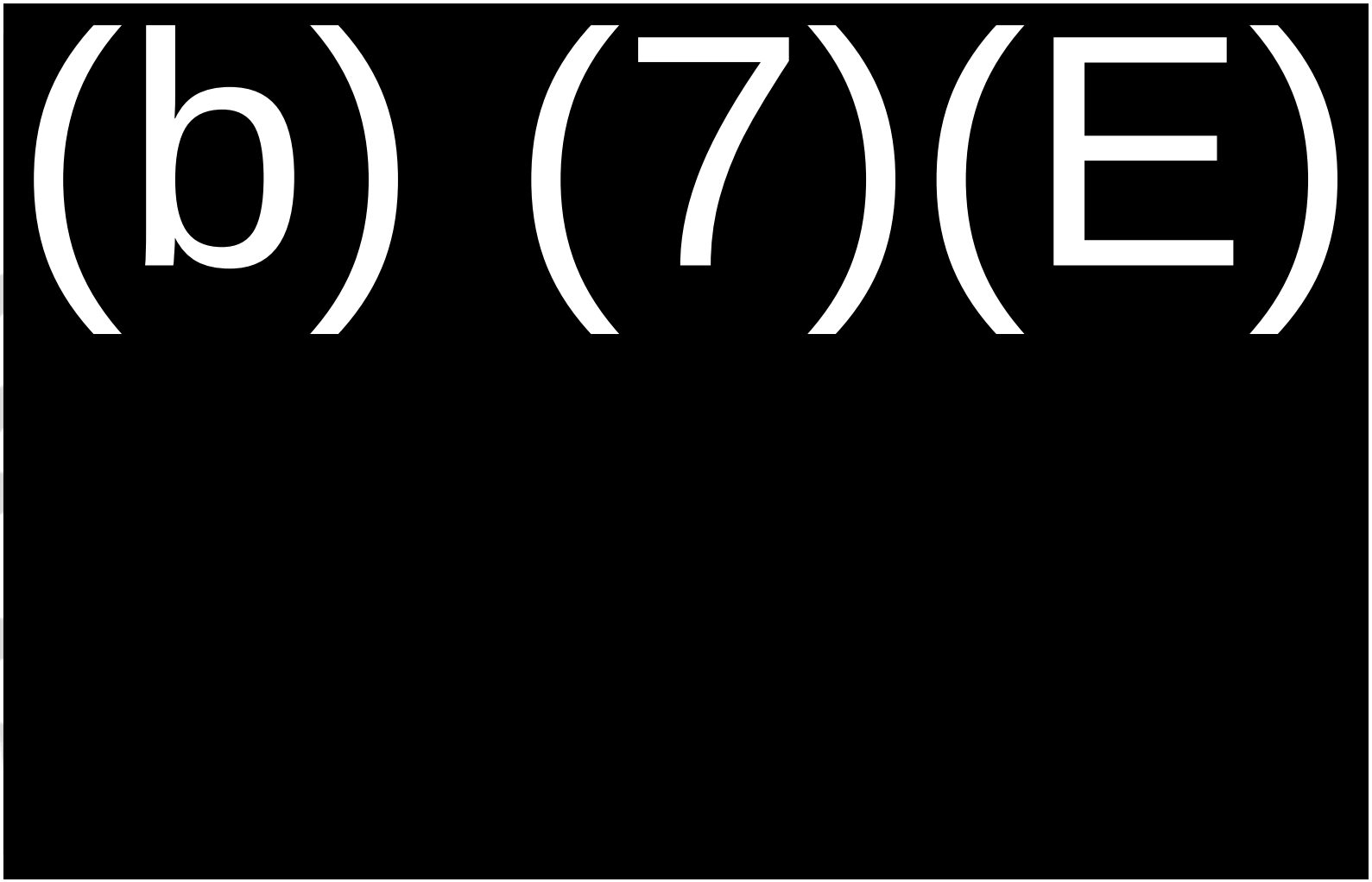


Low Flying Aircraft Surveillance



The Threat: Blaine, Spokane, and Havre Sectors

Aircraft Video Downlink



Law Enforcement Technical Collection (LETC)

Approach:

- Develop LETC data base environment that can capture all current and future LETC needs
- Effort should address the following priorities
  - (b) (7)(E)
  - Need a Data Base that has capability to leverage useful widgets that involve little or no cost
- Implement Inter Agency Agreement (IAA) with SPAWAR San Diego for effort

Focus Areas for 2011

CBP's Strategic Goals and Priority Initiatives for 2011

- **Mission Set 1: Securing America's Borders -** CBP protects the United States and the American people from the entry of unlawful or dangerous people and goods. Securing the physical borders of the United States is and will remain an essential mission for CBP.
  - Priority Area 1: Securing the Southwest Border - To secure the southwest border, CBP must increase the probability that those attempting illegal entry will be apprehended.
  - Priority Area 2: Securing the Northern Border, Littoral Borders, and Associated Airspace - CBP must also help to secure the northern border and maritime approaches to the United States
- **Mission Set 2: Securing Flows of Goods and Movement of People** - Securing flows of goods, conveyances, and people to and through the U.S. is key to CBP's success in protecting our nation at the border.
  - Priority Area 1: Enhance Intelligence and Targeting
  - Priority Area 2: Segment Flows through Vetted Traveler and Shipper Programs
  - Priority Area 3: Strengthen CBP's International Presence
  - Priority Area 4: Rethink and Restructure the "Business Model" at Ports of Entry - CBP must ensure that CBP has the right mix of people and technology at ports of entry, and that personnel are assigned to the right functions.

CBP's Strategic Goals and Priority Initiatives for 2011

- **Mission Set 3: Expediting Lawful Trade and Travel -** Trade is crucial to America's economic competitiveness and CBP has important trade facilitation and trade law enforcement missions
  - Priority Area 1: Expand Infrastructure
  - Priority Area 2: Transform CBP's Engagement with the Trade Community
- **Mission Set 4: Sustaining Investment in People and Capabilities -** CBP's people are our greatest asset. We must continuously work to improve our organizational effectiveness and to multiple our presence with advanced technology.
  - Priority Area 1: Enhance Integrity Programs and Train New Leaders
  - Priority Area 2: Integrate CBP as an Organization - Mission integration – realizing operational synergies across CBP's various Offices – is essential to CBP's effectiveness. Managers from all parts of CBP must approach planning, budgeting, technology acquisition, and operations with a corporate mindset.

SBI Strategic Plan 2010 - 2015

- Strategic Goal 1 – Enhance and improve border security by providing technology and tactical infrastructure
  - Objective 1.1 – Enhance situational awareness
  - Objective 1.2 - Deter and dissuade illegal entries
  - Objective 1.3 – Enhance ability to appropriately respond and resolve
  - Objective 1.4 – Support integrated operations
  - Objective 1.5 - Predict and anticipate
  - Objective 1.6 – Promote technology and innovation

- Strategic Goal 2 – Create a center of excellence for acquisition and program management
  - Objective 2.1 – People
  - Objective 2.2 – Process
  - Objective 2.3 – Tools
  - Objective 2.3 – Requirements and user integration
  - Objective 2.5 – Exemplify the behaviors of a healthy, robust acquisition organization

BW7 FOIA CBP 000648

SBI Strategic Plan (cont)

- Strategic Goal 3 – Enhance, facilitate, and support operational integration including (b) (7)(E) and requirements
  - Objective 3.1 – Organizational
  - Objective 3.2 – Operational requirements advocacy
  - Objective 3.3 – Technology awareness and exploration
  - Objective 3.4 – Comprehensive DOTMLPF
  - Objective 3.5 – Tools
  - Objective 3.6 – Training
  - Objective 3.7 – Facilitate CONOPS and TTPs

- Strategic Goal 4 - Provide a work environment that embraces diversity in our workforce, enables professional growth of our people, and facilitates a positive work-life balance
  - Objective 4.1 – Build and value a culture of diversity
  - Objective 4.2 – Recruit, develop, and retain a high-performing, mission-focused workforce
  - Objective 4.3 – Build and value a culture of employee appreciation
  - Objective 4.4 – Promote employee health and wellness

OTIA PMO Focus Areas 2011

(not prioritized…and not complete)

- Continuous workforce development
- Define, document and improve PMO processes and procedures
- Implement “portfolio” management
- Build cross-functional IPT culture
- Define organizational roles, authorities, and responsibilities
- Complete SBInet Block 1
- Complete Northern Border (b) (7)(E) and OIC
- Successfully execute the Arizona Border Surveillance Technology Plan (pending S1 decision)
- Successfully execute Northern Border air and maritime projects
- Improved life cycle support planning and execution
- Establish ability to support other CBP program offices

QUESTIONS AND ANSWERS